



Sacramento Regional Transit District

# FISCAL YEAR 2016 BUDGET

For the period of July 1, 2015 to June 30, 2016



**Regional Transit**

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# Fiscal Year 2016 Budget

*For the period of July 1, 2015 to June 30, 2016*



**Sacramento Regional Transit District**

Prepared by the Finance Division



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# General Manager/CEO Budget Message



## **General Manager/CEO's Budget Message**

As the Sacramento Regional Transit District (RT) approaches FY 2016, transportation remains a key issue in the region due to the tremendous impact of increased traffic congestion on the regional economy, environment and quality of life. The Sacramento region must maintain a quality transit system to remain competitive with other urban areas and meet increasing growth in the years ahead.

### **Fiscal Outlook**

As the Sacramento region's population and economy continues to grow, the need for convenient, cost-effective, and reliable public transit alternatives to already congested roads and highways becomes undeniable. On August 24, 2015, RT took the latest step in connecting Sacramento region communities with the opening of the Blue Line to Cosumnes River College (CRC) light rail extension. The FY 2016 budget includes operating costs for the Blue Line to CRC. RT will closely monitor actual results for fare revenue, sales tax growth, and other revenue sources in the year ahead to determine when additional service improvements can be achieved.

The FY 2016 Operating and Capital budgets were approved by the RT Board of Directors on June 22, 2015. Both are steady state conservative budgets that control costs. The Operating budget was balanced with revenues equal to expenses of \$155.5 million.

### **Strategic Initiatives**

FY 2016 is expected to be a year of continued collaboration as RT works with regional partners and local jurisdictions to advance work on a number of significant transit projects that will provide greater service throughout the Sacramento region. Major capital projects include the Blue Line to Cosumnes River College (BL-CRC) light rail extension that opened in August 2015, the continued implementation of the Bus Maintenance Facility 2 (BMF2) expansion, and the Urban Transportation Development Corporation (UTDC) Light Rail Vehicle Retrofit. Also, RT is gearing up for replacement of the second 36 of 96 buses, with new buses beginning to enter service in the spring of 2016.

RT is collaboratively moving forward on a number of projects that are currently in various stages of project development. RT is collaborating with the Sacramento Area Council of Governments (SACOG), the cities of Sacramento and West Sacramento, and with the Yolo County Transit District (YCTD) on the planning and development of the future Downtown/Riverfront Streetcar project that would link Midtown, downtown Sacramento, the Bridge District, and the City Hall complex in West Sacramento. Streetcar projects have demonstrated economic benefits and pedestrian mobility improvements nationally and will provide similar benefits locally. A federal Small Starts application has been submitted to the Federal Transit Administration (FTA).

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## General Manager/CEO's Budget Message continued

RT is also working collaboratively with the City of Sacramento and the Sacramento Kings on travel options to the Golden 1 Center, a new downtown arena, which will open in October 2016. RT is working with the owners, developers, city staff and elected officials with the goal to provide enhanced transit services to serve the anticipated market for the nearly 17,000+ users of the facility at events.

In September 2014, the District convened 12 members of the downtown Sacramento business community (Business Advisory Panel) to evaluate transit service provided by the District as it relates to serving and attracting riders to major venues and destinations in the downtown Sacramento area. As a result of the Business Advisory Panel's recommendations, the District's Board formed the Ad Hoc System Improvement Committee to assist in and to implement the recommended actions on buses and light rail trains systemwide. In 2015, the District began implementing cost saving recommendations such as partnering with local districts for maintenance, reaching out to private sector stakeholders for support and prototyping a mobile application for convenient fare payment.

In April 2015, RT entered into a contract with Doug Carter to conduct a diagnostic review of our organization. Doug has over 34 years of experience in assisting transit systems. The focus of the review was to identify opportunities for cost reduction and revenue growth. RT has solid recommendations for improvement from a recent safety and security peer review, the Ad Hoc System Improvement Committee review, and other efforts like the Triennial Performance Audits. This effort identified cost savings and revenue growth opportunities to help implement system wide improvements prioritized by RT for the benefit of its countywide customer base. Efforts are underway to implement many of Mr. Carter's recommendations, such as the sale of carbon credits, an update of fiscal responsibility policies, and changes to approaches in staffing in order to reduce operating costs.

RT has begun a two-year effort to develop an environmental document for the Green Line to the Airport light rail extension project from its present terminus at Township 9 (opened in June 2012) north through the South Natomas and North Natomas communities, and on to the Sacramento International Airport. RT will be working with the City of Sacramento, various resource agencies, stakeholders and the community on refining the already selected Locally Preferred Alternative (LPA) and developing the environmental document.

RT has begun work on two potential light rail stations that have been funded by the Sacramento Area Council of Governments (SACOG) for planning and environmental clearance with the goal of moving both into construction in the next couple of years. Working with the Sacramento Housing and Redevelopment Agency (SHRA), RT will begin planning, design, and environmental clearance efforts for the Dos Rios Station on the Blue Line, between the Alkali Flat/La Valentina Station and the American River.



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## General Manager/CEO's Budget Message continued

The Dos Rios Station would become the cornerstone for a major redevelopment of the 1940's era Dos Rios/Twin Rivers development, transforming it into a mixed-income, mixed-use development, funded in part with U.S. Department of Housing and Urban Development (HUD) funds. A second station entering project development is on the Gold Line, where RT is working with the City of Rancho Cordova on the Horn Road Station. This station was deferred in the original Gold Line construction; and as redevelopment and community services have advanced, interest in the station has rekindled. Recognizing this opportunity, RT partnered with the City of Rancho Cordova to obtain a SACOG grant for advancing the project development efforts.

RT is also working with its partners on improving the regional rail connectivity via the San Joaquin interregional rail in the Central Valley. Representing the Sacramento region, RT is one of the 11 members of the Joint Powers Authority charged with oversight of the San Joaquin service with the goal of increasing service and enhancing the rider experience. The San Joaquin service has the 5th highest ridership in the nation. These efforts, along with coordination in the early implementation of High Speed Rail (HSR) planning efforts, will benefit the traveling public as the state's population continues to grow.

RT's 10-year Short Range Transit Plan (SRTP) was approved by the RT Board on November 10, 2014. RT will continue to implement the SRTP and work towards achieving pre-"Great Recession" transit levels as the economy improves and funding is available. Over the next year, RT will also be re-assessing and fine-tuning its Long Range Transit Plan (TransitAction) for the entire service area.

### **Capital Program**

During this past year, RT staff updated and the RT Board of Directors adopted the five-year Capital Improvement Plan (CIP) based on a set of guiding principles and criteria. Completion dates were driven by assumptions regarding the future timing and level of increased funding to support transit service expansion, particularly the stability and predictability of federal and state funds. The FY 2015 - FY 2019 CIP was approved by the RT Board in September 2014. The CIP is updated annually as part of the operating and capital budget process.

The FY 2016 Capital budget includes \$45.4 million of projected funding for projects. Most of the new FY 2015 projected funding supports two major projects: the Green Line Sacramento Intermodal Transportation Facility (SITF) HSR Connectivity Improvements project (\$22.7 million) and the UTDC Light Rail Vehicle Retrofit and Mid-Life Refurbishment project (\$7.5 million).



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## General Manager/CEO's Budget Message continued

### Service Levels

In FY 2016, RT plans to operate 554,968 revenue hours of bus service and 241,973 revenue hours of light rail service. This service level reflects the opening of the Blue Line to Cosumnes River College light rail extension on August 24, 2015. Minor bus service adjustments are also programmed in the FY 2016 Operating budget.

### Strategic Outlook

In balancing resources and expenses, the FY 2016 Operating budget focuses on core activities that address key goals and priorities as established in RT's Strategic Plan. The goals of RT's Strategic Plan are set forth on page 18 of this budget document.

Adopted by the RT Board in January 2015, RT's Strategic Plan reaffirms RT's commitment to improve access in the Sacramento region by providing fiscally responsible transit service.

The Strategic Plan outlines the way RT will navigate challenges and explore opportunities as it seeks to connect people to resources with consideration and support of regional goals.

RT's Strategic Plan requires RT to shape activities to support identified Values and Goals, responsibly manage all agency actions and commitment of resources, and measure performance.

RT acts as the region's focal point for transit research and development, strategic planning and system assessment, and transit education and safety training. RT's programs involve multiple modes of transportation.

This plan is RT's commitment to the people of the Sacramento region. RT will accomplish this through regional leadership and by providing quality service in a respectful and sustainable manner. RT will continue to focus on customer service and provide safe, clean, and reliable transportation service. To prepare for future needs, RT will build and continuously develop a highly skilled transportation workforce. RT will continue to challenge itself to meet the growing transportation needs of the Sacramento region.

RT looks forward to meeting the challenges of the new budget year, moving beyond them, and working with our many local and regional partners to develop a world-class transit system that will provide more options for the residents of the Sacramento region.



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## General Manager/CEO's Budget Message continued

### Acknowledgements

The preparation of this budget has been a collaborative effort involving every member of the Executive Management Team, various department heads, and Finance staff in the Office of Management & Budget department. RT staff acknowledges and appreciates the guidance and leadership of the RT Board of Directors.

RT is proud to have the opportunity to serve and enhance the quality of life for the residents of the Sacramento region.

Sincerely,

A handwritten signature in blue ink that reads "Michael R. Wiley".

Michael R. Wiley  
General Manager/CEO



## Board of Directors





## **Board of Directors**

**Jay Schenirer, Chair**  
City of Sacramento

**Andy Morin, Vice Chair**  
City of Folsom

**Linda Budge**  
City of Rancho Cordova

**Steve Hansen**  
City of Sacramento

**Jeff Harris**  
City of Sacramento

**Pat Hume**  
City of Elk Grove

**Rick Jennings II**  
City of Sacramento

**Roberta MacGlashan**  
County of Sacramento

**Steve Miller**  
City of Citrus Heights

**Don Nottoli**  
County of Sacramento

**Phil Serna**  
County of Sacramento

## **Board of Directors Alternates**

**Steve Detrick**  
City of Elk Grove

**Mel Turner**  
City of Citrus Heights

**David Sander**  
City of Rancho Cordova

## Budget Adoption Resolutions

RESOLUTION NO. 15-06- 0069

Adopted by the Board of Directors of the Sacramento Regional Transit District on this date:

June 22, 2015

### APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT FY 2016 OPERATING AND CAPITAL BUDGETS AND VOTE ALLOCATION

BE IT HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF THE SACRAMENTO REGIONAL TRANSIT DISTRICT AS FOLLOWS:

THAT, the Board hereby finds the level of service to be rendered in each city and county in which the Sacramento Regional Transit District will operate is commensurate with the level of tax and financial support to be derived from each such city and county.

THAT, the Sacramento Regional Transit District's FY 2016 Operating Budget of \$155.5 million and Capital Budget of \$45.4 million as set forth in attached Exhibit A is hereby approved.

THAT, the following voting distribution for FY 2016 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

Jurisdiction	Votes
County of Sacramento	42
City of Sacramento	36
City of Rancho Cordova	10
City of Citrus Heights	5
City of Elk Grove	4
City of Folsom	3
Total	100



JAY SCHENIRER, Chair

ATTEST:

MICHAEL R. WILEY, Secretary

By:   
Cindy Brooks, Assistant Secretary

## Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Sacramento Regional Transit District for the Annual Budget beginning July 01, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the ninth consecutive year that the District received the award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





## Executive Management Team





## **Executive Management Team**

**Mike Wiley**

General Manager/CEO

**Tim Spangler**

Chief Counsel

**RoseMary Covington**

Assistant General Manager of Planning and Transit System Development

**Mark Lonergan**

Chief Operating Officer

**Alane Masui**

Assistant General Manager of Marketing and Communications

**Mike Mattos**

Chief of Facilities and Business Support Services

**Diane Nakano**

Assistant General Manager of Engineering and Construction

**Les Tyler**

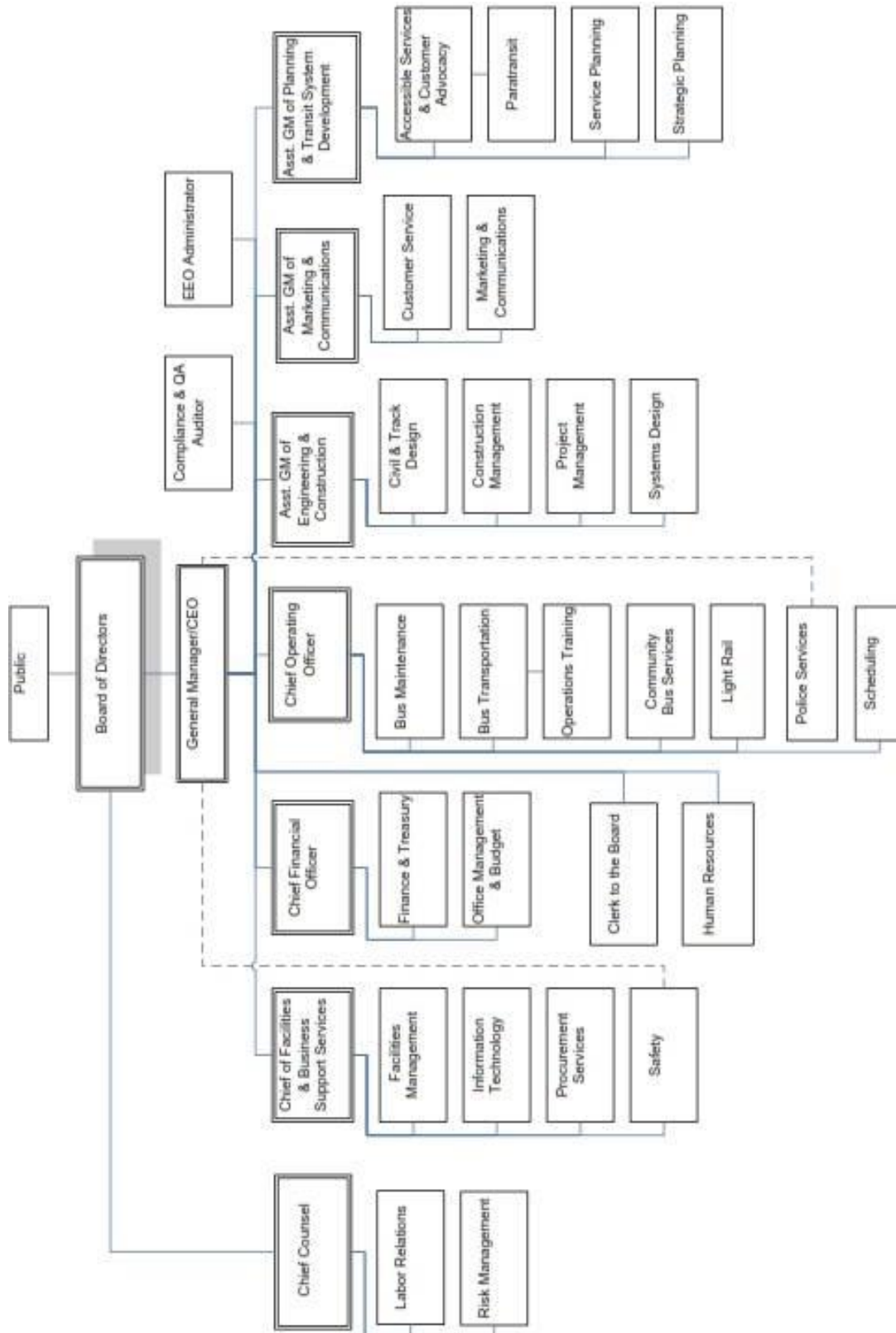
Chief Financial Officer, Acting



## Organizational Structure



### Regional Transit Organizational Structure





## District Overview



## District Overview

### District Profile

The Sacramento Regional Transit District serves citizens in the cities of Sacramento, Citrus Heights, Elk Grove, Folsom, and Rancho Cordova, within Sacramento County, California. Sacramento County is part of the six-county metropolitan area that also includes El Dorado, Placer, Sutter, Yolo, and Yuba counties. The city of Sacramento is the capital of California and the regional destination for business and cultural activities in the six-county metropolitan area.

### Counties in California



● City of Sacramento

## District Profile continued

### Population

The Sacramento Area Council of Governments estimates population increases in Sacramento County (35.9%) and the six-county region (43.1%) through 2035.

	2010	2013	2018	2035	Change	%
Sacramento County	1,459,968	1,481,163	1,589,285	1,983,967	523,999	35.9%
Six-County Region <sup>1</sup>	2,340,315	2,453,482	2,646,539	3,348,641	1,008,326	43.1%

<sup>1</sup> Sacramento, El Dorado, Placer, Sutter, Yolo, and Yuba counties.

Source: Sacramento Area Council of Governments, Data for Regional Analysis

### Employment

Job growth will continue to increase from 2010 through 2035 for Sacramento County (39.4%) and the six-county region (40.1%). Because Sacramento is the state capital and also the county seat, government jobs make up the largest sector of the job base, followed by professional and business services, retail services, and educational and health services.

	2010	2013	2018	2035	Change	%
Sacramento County	694,531	760,057	811,237	967,987	273,456	39.4%
Six-County Region <sup>1</sup>	1,096,436	1,166,172	1,252,002	1,536,494	440,058	40.1%

<sup>1</sup> Sacramento, El Dorado, Placer, Sutter, Yolo, and Yuba counties.

Source: Sacramento Area Council of Governments, Data for Regional Analysis

### Climate

Sacramento enjoys a mild Mediterranean climate with an abundance of sunshine year-round. Prevailing winds are southerly all year. Over half of total rainfall occurs from November through February. Fog, sometimes dense, may occur during the wet, cold season.<sup>2</sup>

	January	July	Annual Average
Average High		55	94
Average Low		41	61
Average Precipitation		4.2"	0.1"
Prevailing Wind/Speed	SE @ 7.2 mph	SSW @ 8.9 mph	SW @ 7.8 mph
Possibility of Sunshine		48%	97%
			78%

Source: NOAA Technical Memorandum NWS WR-272, "Climate of Sacramento, California"

## District Profile continued

### Customers

A survey sample of 12,046 bus and rail passengers, conducted in April 2013, provided the following information:

- 65% of RT riders rated the system positively\*
- 32% of RT riders use a mix of light rail and bus service.  
51% of RT riders use only buses.  
17% of RT riders use only light rail.
- 38% of RT riders use transit service six or seven days a week.  
36% of RT riders use transit service four or five days a week.  
27% of RT riders use transit service one to three days a week.
- 38% of trips were for work.  
9% of trips were for K – 12 school.  
16% of trips were for college or vocational school.
- 50% Women  
50% Men
- 70% of RT riders live within the city of Sacramento.  
30% of RT riders live outside the city of Sacramento.
- 62% of RT riders provided a positive\* rating for the convenience of paying their fare.
- 65% of RT riders provided a positive\* rating for the convenience of purchasing passes and tickets in advance.
- 59% of RT riders provided a positive\* rating about the ease of using RT.

\* A positive rating is considered to be “5” or higher on a “7” point scale.



### District Profile continued

#### Highlights

Sacramento Regional Transit District	Constructs, operates, and maintains a comprehensive mass transportation system that serves 418 square miles in Sacramento County
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Bus Service	
Power	Compressed Natural Gas, Diesel, Gasoline
Routes	69
Schedule	4:41 am to 11:38 pm daily
Stops	2,765
Vehicles	209 - 40' CNG Buses 14 - 25' Gasoline Buses 2 - 25' Hybrid Gasoline/Electric Buses 6 - 32' CNG Buses 3 - 28' Diesel Buses
Annual Ridership	13,700,000

Light Rail Service	
Power	Electrical
Miles	41.8
Schedule	3:49 am to 12:59 am daily
Stops	53
Vehicles	90
Annual Ridership	12,100,000

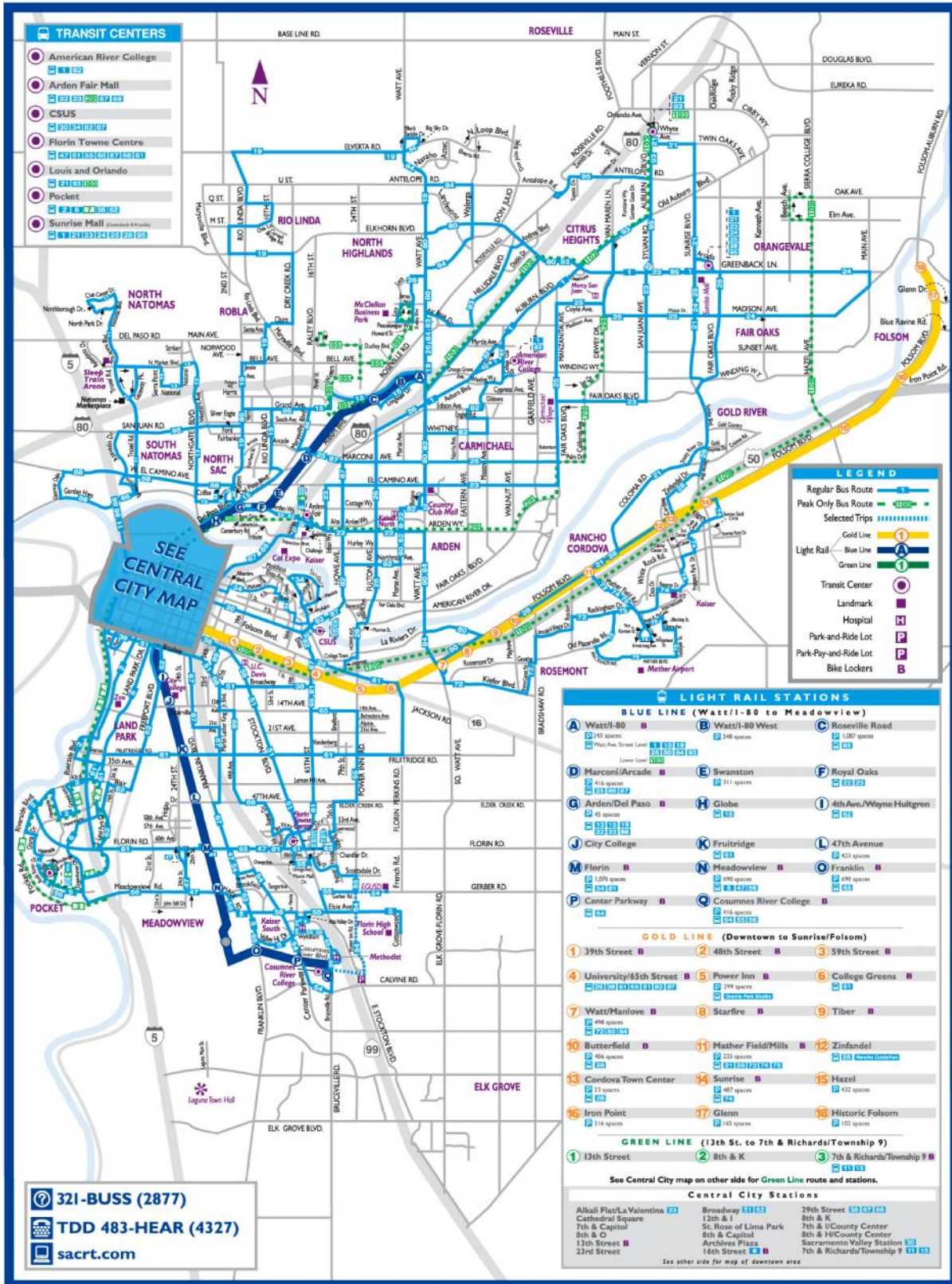
Paratransit	
ADA Passenger Trips Provided	340,370
ADA Vehicle Revenue Miles	3,501,434
Vehicles	102

Passenger Amenities/ Customer Service	
Transfer Centers	36
Park & Ride	21
Annual Customer Service Calls	233,132
Customer Info Line	(916) 321-2877
Website	www.sacrt.com

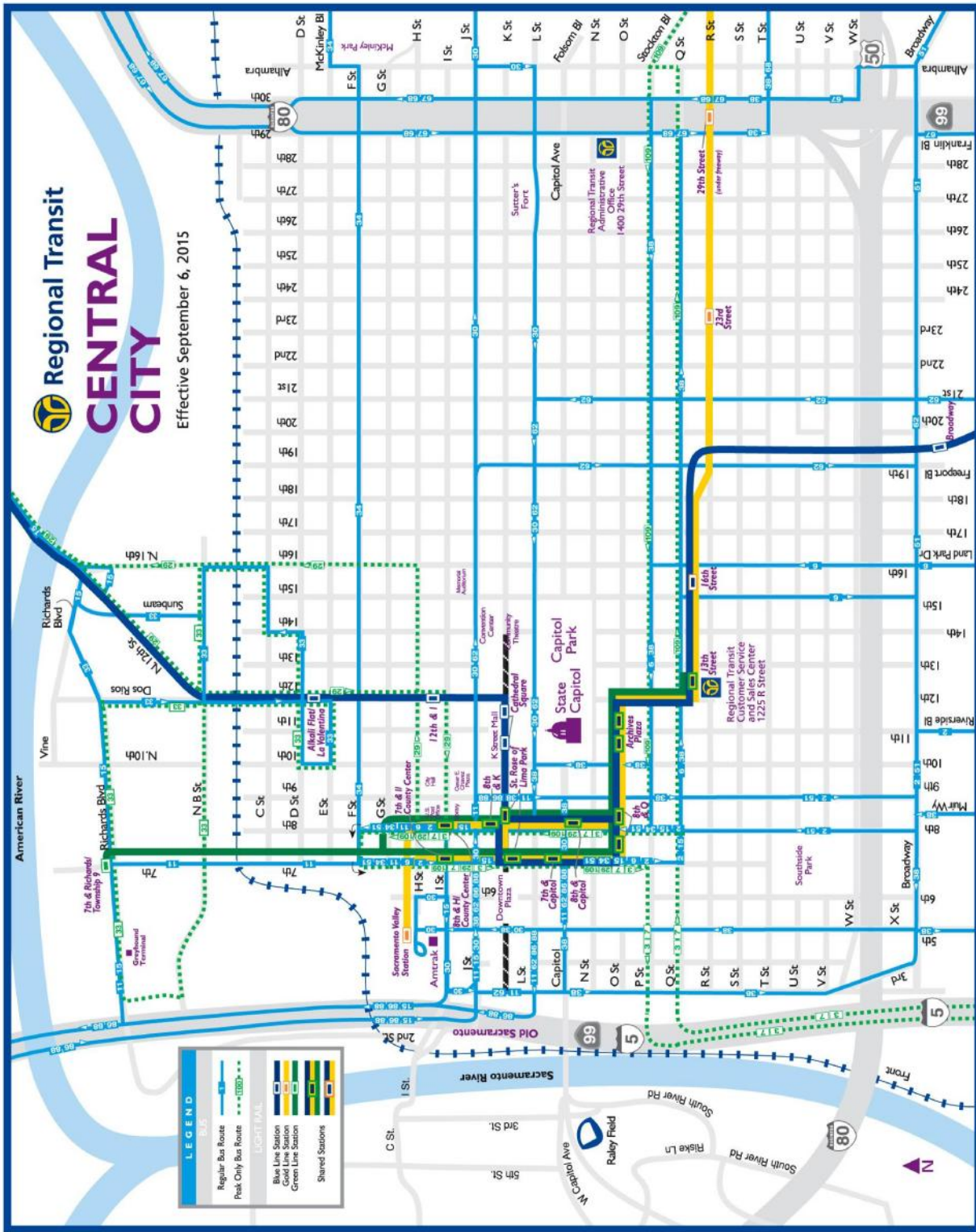
History	
April 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3-mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown Sacramento
September 1998	Completed the first light rail extension to Mather Field/Mills Station along the Gold Line corridor
September 2003	Opened the South Line, extending light rail to South Sacramento
June 2004	Extended light rail from Mather Field/Mills to Sunrise Boulevard
October 2005	Extended light rail from Sunrise Boulevard to Folsom, including four new stations
December 2006	Extended light rail from downtown Sacramento to Sacramento Amtrak station
June 2012	Opened the Green Line, connecting downtown Sacramento to the River District
September 2015	Extended light rail from Meadowview to Cosumnes River College



# Sacramento Regional Transit Service Area Map



## Central Sacramento Service Area Map



Note: This is a detailed map of the central city service area, shown in blue on the "Sacramento Regional Transit Service Area Map"



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## Strategic Plan

Adopted by the Board of Directors in January 2015, RT's Strategic Plan reaffirms RT's commitment to improve access in the Sacramento region by providing fiscally responsible transit service.

The Strategic Plan outlines the way RT will navigate challenges and explore opportunities as it seeks to connect people to resources with consideration and support of regional goals.

RT's Strategic Plan requires RT to shape activities to support identified Values and Goals, responsibly manage all agency actions and commitment of resources, and measure performance.

RT acts as the Region's focal point for transit research and development, strategic planning and system assessment, and transit education and safety training. RT's programs involve multiple modes of transportation.

This plan is RT's commitment to the people of the Sacramento Region. RT will accomplish this through regional leadership and by providing quality service in a respectful and sustainable manner. RT will continue to focus on customer service and provide safe, clean, and reliable transportation service. To prepare for future needs in the 21st Century, RT will build and continuously develop a highly skilled transportation workforce. RT will continue to challenge itself to meet the growing transportation needs of the Sacramento Region.

The RT Strategic Plan's Mission, Vision, Values, and Goals are listed on the following page. The plan is best seen as an evolving process, not a rigid or fixed document. This plan will change as the needs of the Region change and will reflect the transportation requirements of the Region. The updated RT Strategic Plan was recently adopted by the Board of Directors and is currently being implemented.

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## Strategic Plan continued

### Mission Statement

The purpose of the Sacramento Regional Transit District is to promote and improve access in the Sacramento region by providing safe, reliable, and fiscally responsible transit service that links people to resources and opportunities.

### Vision Statement

The Sacramento Regional Transit District strives to connect people to resources and opportunities while stimulating livable communities and supporting economic development by providing an efficient and fiscally sustainable transit system that attracts and serves riders by offering an appealing transportation choice.

### Values

- Quality Service & Innovation: RT is committed to providing safe, reliable, and cost efficient public transit services, and initiating innovative technologies to improve service effectiveness.
- Customer Service: RT places customers first by providing quality transit services and amenities with convenient and easily understood access at an affordable price.
- Respect & Professionalism: RT is committed to treating its customers and employees with dignity and respect, recognizing the importance and value of each individual.
- Fiscal Responsibility: RT is committed to the pursuit of efficient use of resources and of secure and stable funding sources.
- Integrity & Accountability: RT acknowledges its responsibility for actions and performance with an uncompromising commitment to truth, honesty and high ethical standards. RT is committed to compliance with regulatory requirements and industry standards and efforts to improve upon existing practices.
- Quality, Diverse & Positive Work Force: RT is committed to increasing employee effectiveness and satisfaction through effective communication, teamwork, appropriate resource availability, appreciation of varied abilities, and professional development opportunities.
- Regional Leadership & Coordination: RT is committed to work with area stakeholders to create a “world class” transit system that supports livable communities and related efforts.



## Strategic Plan continued

### Values continued

- Health and Safety: RT is committed to achieve an optimal level of safety for our employees, customers and the general public by minimizing risk of injury and property loss and promoting a sound safety culture throughout the organization.
- Sustainability: RT is committed to environmentally sensitive services and practices.

### Goals

#### Fundamental Goals

- Ensure Financial Stability
- Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner
- Operate in an Ethical Manner
- Invest in the Attraction, Development & Retention of a Quality Workforce

#### Growth Goals

- Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner
- Increase Transit Market Share in the Sacramento Region
- Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

## Long-Term Financial Policies

### Accounting

- The district will establish and maintain a high standard of accounting practices.
- RT will maintain records on a basis consistent with generally accepted accounting principles for local governments.
- The accounts of the District will be reported using the accrual basis of accounting. Revenues will be recognized when earned and expenses will be recognized when incurred.
- An independent firm of certified public accountants will perform an annual financial and grant compliance audit and will issue an opinion that will be incorporated into the Comprehensive Annual Financial Report (CAFR).
- The District will submit the annual CAFR to the Government Finance Officers Association for consideration for the Certificate of Excellence in Financial Reporting.
- Internal control policies will be developed and maintained to include procedures that separate control of assets from accounting for those assets.

### Revenues

- RT will continuously explore additional sources of revenue to help balance the budget, such as identifying on an annual basis excess capital property and equipment, including real property, and will make an ongoing attempt to sell such property to enhance revenue.
- RT will use the majority of eligible Section 5307 and 5337 formula federal grant funds for capital maintenance projects to minimize the time between appropriation and drawdown of federal funds.
- RT will continue to establish a fare structure with due consideration for
  - Consistency and equity throughout the District
  - Ease of use and simplicity
  - Maintaining or increasing ridership and fare revenues
  - Acceptability and marketability of fare structure to customers and the general public
  - Enforceability of fare payment
  - Meeting Fare Revenue Recovery ratio target established by the Board

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## Long-Term Financial Policies continued

### Revenues continued

- When appropriate, the Board will actively pursue legislation that would help ensure the continued accomplishment of RT's goals and mission statement. The Board will support efforts to ensure that legislative intent is realized in allocation of state financial resources to public transit. The Board will actively oppose legislation that would limit or diminish revenue.

### Expenditures

- RT will work to achieve service levels that will make the bus system easier to use, improve travel times, and be more effective.
- RT will continue to look for and implement the most cost effective and reliable methods of delivering transportation services.
- RT will maintain all assets at a level that protects capital investment and minimizes future maintenance and replacement costs.
- The risk management program will provide protection against loss and a reduction in exposure to liability.
- A safety program will be maintained to minimize the District's exposure to liability and thereby reduce the number of claims against the District.
- RT will develop service changes that are needed to respond to budget shortfalls.
- Monthly variance reports will be provided to enhance operational accountability.

### Budget

- The District will comply with all legal budget requirements of the State of California.
- The District issues legal notices for 60 days public review.
- The capital budget will be prepared using a program/project format.
- The budget shall be summarized for adoption purposes.
- The budget shall be prepared using the accrual basis of accounting and using Generally Accepted Accounting Principles (GAAP) with the following exception:
  - Exclusion of depreciation, as well as gains and losses, on disposition of property and equipment.
- A balanced operating budget, in which total projected operating and unrestricted revenues equal total budgeted operating expenditures, including interest expense, will be prepared.

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## Long-Term Financial Policies continued

### Budget continued

- The budget document shall be submitted to the Government Finance Officers Association annually for consideration for the Distinguished Budget Presentation Award, which evaluates the document as a communications device, financial plan, operations guide, and policy document.
- Budgetary procedures that fund current expenditures at the expense of future needs, such as postponing preventive maintenance expenditures or replacement of equipment, will be avoided.
- RT will provide conservative revenue estimates that take into consideration recent experience and reflect reasonable future growth.
- A budget will be prepared that contains essential programs and projects needed to support the goals and objectives of the District, responds to citizen demand, and reflects administrative evaluation of current needs.
- RT uses a single fund, the Enterprise Fund, to account and budget for operating and capital transactions.
- RT uses a single fund, an Enterprise fund, to account for all departments for budgeting and accounting purposes, for both operating and capital transactions.

### TransitAction Plan (Long-Range Planning)

- The TransitAction Plan is the District's vision for the next 25 years and long range planning tool. The TransitAction Plan includes the following transit network and supporting services (all subject to available funding):
  - Major improvements in capital projects;
  - New multi-functional transfer centers that will provide easy and convenient interchange between modes and services;
  - Major investments in operations to provide a comprehensive network with high-frequency services and longer operating hours;
  - Expanded fleet size; and
  - Improvements to information, ticketing, stops and stations, wayfinding, as well as further funding for safety and security.



## Long-Term Financial Policies continued

### Grants

- Grants are accounted for in accordance with the purpose for which the funds are intended.
  - Approved grants for the acquisition of land, building, and equipment are recorded as revenues as the related expenses are incurred.
  - Approved grants for operating assistance are recorded as revenues in the year in which the related grant conditions are met.
  - Advances received on grants are recorded as a liability until related grant conditions are met.
  - When both restricted and unrestricted resources are available for the same purpose the District will use restricted resources first.
- All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
- All potential grants shall be carefully examined for matching requirements (both dollar and level-of-effort matches).
- Intergovernmental assistance shall be used to finance only those capital improvements that are consistent with the Five-Year Capital Improvement Plan and District priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- RT will program its federal grant funds to minimize the time between appropriation and draw down of federal funds.

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## Long-Term Financial Policies continued

### Debt Service

The District manages its debt to ensure high quality credit; access to credit markets; financial flexibility; and the lowest overall long-term cost of debt. The District's general philosophy toward debt is to utilize pay-as-you-go funds to accomplish minor projects and debt service funds for major long-life expansion projects. This enables future patrons to share in the costs without overburdening existing patrons.

- Bond refinancing or Certificates of Participation (COPs) will not be issued to support current operating expenditures.
- Capital projects funded through the issuance of bonds or COPs shall be financed for a period not to exceed the expected useful life of the project.
- Before bonded long-term debt is issued, the impact of debt service on total annual fixed costs will be analyzed.

### Current Debt

The District maintains an unsecured line of credit up to \$29 million to pay for current expenses and capital expenditures incurred in anticipation of receiving 5307 and 5337 federal transit funds.

The District issued \$86,865,000 of Farebox Revenue Bonds, Series 2012, in November 2012 to primarily fund construction on the South Line Phase 2 light rail extension. The District's remaining Certificates of Participation debt of \$5,809,505 were refunded with the new debt issue. The District has specific and continuing Securities and Exchange Commission (SEC) disclosure requirements (Rule 15c2-12) in connection with the California Transit Finance Corporation Farebox Revenue Bonds, Series 2012. The District is also required to maintain a reserve fund, funded with proceeds of the Farebox Revenue Bonds, Series 2012, that is equal to the largest remaining annual debt service. Continuing disclosure requirements and additional information on debt activity can be found in the District's Comprehensive Annual Financial Report.

- There are no other ongoing debt service coverage requirements, but Regional Transit has to meet certain tests at the time of issuing new debt, showing that historical revenues meet a specific test of the ratio of revenues to the maximum future annual debt service.
- Additional information on debt activity can be found in Footnote 6 and 7 to the financial statements.

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## Long-Term Financial Policies continued

### Capital Improvement Program

- RT will prepare and update annually, a Five-Year Capital Improvement Plan (CIP) including projected capital construction and improvement costs, service levels, taking into consideration the operating costs and revenues to fund the capital operating programs. Capital projects included in the CIP will be evaluated using the following criteria:
  - Total project cost (design and construction) and schedule for completion;
  - Source of funding;
  - Benefits and contributions to the District and the community such as safety and service enhancements, including, but not limited to, the effect on future operating and maintenance costs, economy, service, and gains in boardings;
  - Alternatives considered; and
  - Consequences of not funding.
- Priority will be given to replacement of existing assets before consideration of new assets.
- The first year capital program from the adopted CIP will be used as the basis for the capital program to be included in the annual operating and capital budget.

### Capitalized Assets

- RT capitalizes all assets with an individual cost of more than \$5,000, and a useful life in excess of one year.
- Capital assets will be stated at historical cost, and infrastructure, which includes light rail vehicle tracks, will be capitalized.
- Improvements will be capitalized and depreciated over the remaining useful lives of the related properties.
- RT computes depreciation using the straight-line method over estimated useful lives as follows:

- Buildings and improvements	30 to 50 years
- Buses and maintenance vehicles	4 to 12 years
- Light-rail structures and light-rail vehicles	25 to 45 years
- Other operating equipment	5 to 15 years

## Long-Term Financial Policies continued

### Compensated Absences

- District employees may accumulate earned but unused vacation, sick leave and compensating time-off, which will be paid upon separation from service, subject to a vesting policy.

### Risk Management and Self-Insurance

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. In order to limit losses, the following policies are followed:

- The District shall maintain a combination of self-insurance and excess coverage sufficient to meet and exceed the following limits of coverage:

<u>Type of Coverage</u>	<u>Self-insurance (per occurrence)</u>	<u>Excess Coverage (per occurrence)</u>
Workers' Compensation	Up to \$2,000,000	\$2,000,000 to \$25,000,000
Commercial General Liability		
Bus	Up to \$5,000,000	\$5,000,000 to \$200,000,000
Light Rail	Up to \$5,000,000	\$5,000,000 to \$200,000,000
*Property:		
Flood	Up to \$250,000	\$250,000 to \$10,000,000
Perils	Up to \$100,000	\$100,000 to \$250,000,000
Collision	Up to \$500,000	\$500,000 to \$250,000,000

\* Includes revenue and non-revenue vehicles.

- The District will engage employees in risk control programs such as accident prevention training to minimize accident-related losses.



## Long-Term Financial Policies continued

### Cost Allocation

- Direct and indirect costs will be allocated to bus, rail or purchased transportation activities or modes using the following schedule:

Activity/Mode	Methodology
<b>Direct</b>	
Bus Direct Cost	Dept 32 Bus Transportation Cost + Dept 34 Bus Maintenance Cost + Dept 77 Community Bus Service Cost + 10% (Dept 36 Police Services Cost)
Rail Direct Cost	Dept 35 Light Rail Cost + 80% (Dept 36 Police Services Cost)
Purchased Transportation Direct Cost	Dept 38 Purchased Transportation Cost
<b>Indirect</b>	
Total Indirect Cost <sup>1</sup>	Total Operating Cost - Total Direct Cost
Bus Indirect Cost	[Bus Direct Cost/(Bus Direct Cost + Rail Direct Cost)] * Total Indirect Cost
Rail Indirect Cost	[Rail Direct Cost/(Bus Direct Cost + Rail Direct Cost)] * Total Indirect Cost

<sup>1</sup> Includes Remaining 10% of Dept 36 Police Services Cost



## Budget Process

RT uses the annual budget to help measure and account for taxpayer dollars. The budget, as adopted by the Board of Directors, authorizes RT to spend funds. It details how RT allocates tax resources to expenditures and serves as a benchmark for evaluating accomplishments and assessing fiscal responsibility.

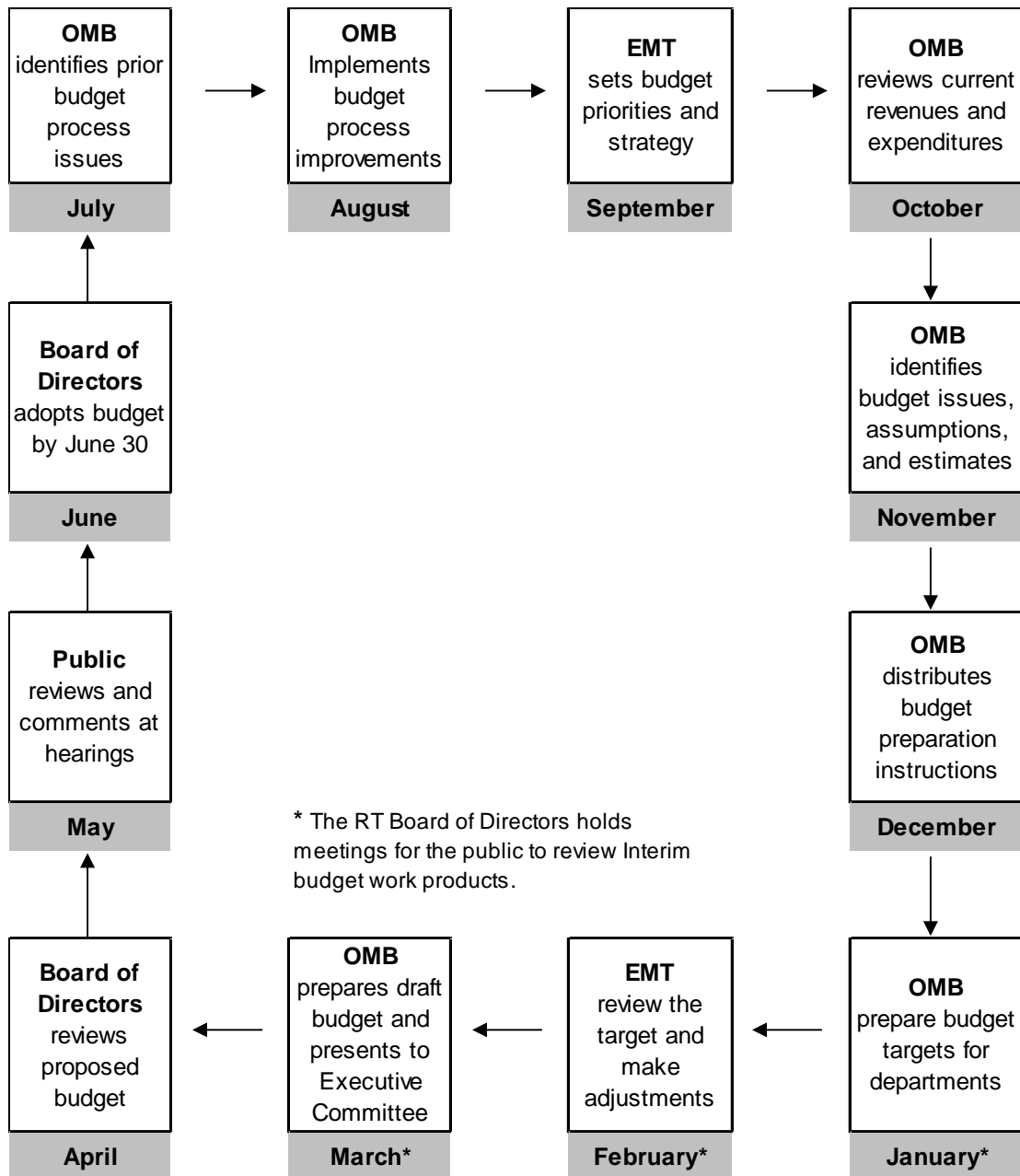
The budget process begins in July. Office of Management and Budget (OMB) staff identify prior budget process issues and recommend solutions. In August, staff review and implement improvements to the budget process. OMB works with the Division Managers, also known as the Executive Management Team, in September to set budget priorities and the budget development schedule. In October, staff compile and analyzes current year-to-date revenues and expenditures. Based on current trends and information from the Executive Management Team, OMB identifies major budget issues and prepares preliminary revenue and expenditures assumptions.

In December, OMB distributes budget preparation instructions to departments for development of detailed spending plans. In January, OMB prepares budget targets for the departments. In February, departments review the targets and make adjustments and OMB updates the revenue estimates. In March, OMB prepares a draft budget and presents it to the General Manager and Executive Management Team. In April, the Board of Directors reviews the budget, followed by public review and comments in May. The Board of Directors adopts the final budget on or before June 30.

The chart on the next page reflects this process.



## Budget Process continued



## Voting System

RT is governed by an eleven-member Board of Directors. Six entities (5 cities and 1 county) make appointments to RT's Board. Eight directors are appointed by "member entities" and represent jurisdictions annexed into RT's district. Three directors are appointed by "participating entities" and represent jurisdictions that contract with RT to receive transit service.

In January 2006, the RT Board directed staff to pursue legislation to change the voting system from a one-member-one-vote system to one that provides for weighted voting based upon the financial contribution made by each entity to RT. Assembly Bill 2137 established the new weighted voting system.

The system creates 100 voting shares. RT allocates the shares to jurisdictions and their members as follows:

- Five shares to each annexed jurisdiction
- Remaining shares to all jurisdictions based on financial contribution of Transit Development Act funds, funds through contracts, other local funds, and federal funds

On March 12, 2007, the RT Board of Directors adopted the new Schedule of Weighted Voting Distribution for the remainder of FY 2007. For all subsequent years, the Schedule is to be included in the proposed budget document and distributed to voting entities at least 60 days in advance of budget adoption. A summary of the tabulated vote shares adopted for FY 2015 and for FY 2016 is shown in the table below. A detailed FY 2016 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares - FY 2015 Budget	Shares – FY 2016 Proposed
County of Sacramento	Annex	42	42
City of Sacramento	Annex	37	36
City of Rancho Cordova	Annex	9	10
City of Citrus Heights	Contract	5	5
City of Elk Grove	Contract	4	4
City of Folsom	Contract	3	3
<b>Total</b>		<b>100</b>	<b>100</b>



## Voting System continued

### Weighted Voting Distribution Schedule

Fiscal Year 2016 Schedule of Weighted Voting Distribution  
Base Values\*

		<b>Federal Financial Information</b>						
Code Section:								
102205(b)(6)	<u>FY 15 Federal Funds Available in the Sacramento MSA</u>	34,834,829						
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	4,761,667						
102205(b)(8)	<u>FY 15 Federal Funds Available for use in RT Service Area:</u>	30,073,162						
		<b>Jurisdiction Specific Values</b>						
		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102205(b)(10)	<u>Population:**</u>	475,122	567,095	67,839	84,544	74,014	160,688	1,429,302
	<u>Proportionate Population:</u>	33.24%	39.68%	4.75%	5.92%	5.18%	11.24%	100.00%
	<u>Member:</u>	Yes	Yes	Yes	No	No	No	
102100.2, 102100.3		4	3	1	1	1	1	11
102105.1(d)(2)(D)	<u>Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):</u>	9,996,782	11,931,936	1,427,363	1,778,844	1,557,288	3,380,948	30,073,162
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 16 State TDA Funds Made Available to RT:</u>	18,492,328	21,035,012	2,640,376	0	0	0	42,167,716
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 16 Funds Provided Under Contract:</u>	484,296	0	273,182	3,208,798	1,567,369	796,731	6,330,376
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 16 Other Local Funds</u>	0	0	0	0	0	0	0
102105.1(d)(2)	<u>Total Financial Contribution:</u>	28,973,406	32,966,948	4,340,921	4,987,642	3,124,657	4,177,679	78,571,254
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	36.88%	41.96%	5.52%	6.35%	3.98%	5.32%	100.00%
		<b>Voting Calculation</b>						
		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	0	0	0	15
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	31.3440	35.6643	4.6961	5.3957	3.3803	4.5195	85.0000
102105.1(d)(3)	<u>Total Shares:</u>	36.3440	40.6643	9.6961	5.3957	3.3803	4.5195	100.0000
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	36	41	10	5	3	4	99
102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	36	42	10	5	3	4	100
102105.1(d)(7)	<u>Distribution of Shares Among Members (Assuming All Members Present to Vote):***</u>							
	Member 1	9	14	10	5	3	4	
	Member 2	9	14	N/A	N/A	N/A	N/A	
	Member 3	9	14	N/A	N/A	N/A	N/A	
	Member 4	9	N/A	N/A	N/A	N/A	N/A	
	Member 5	N/A	N/A	N/A	N/A	N/A	N/A	
	<u>Total Votes:</u>	36	42	10	5	3	4	100

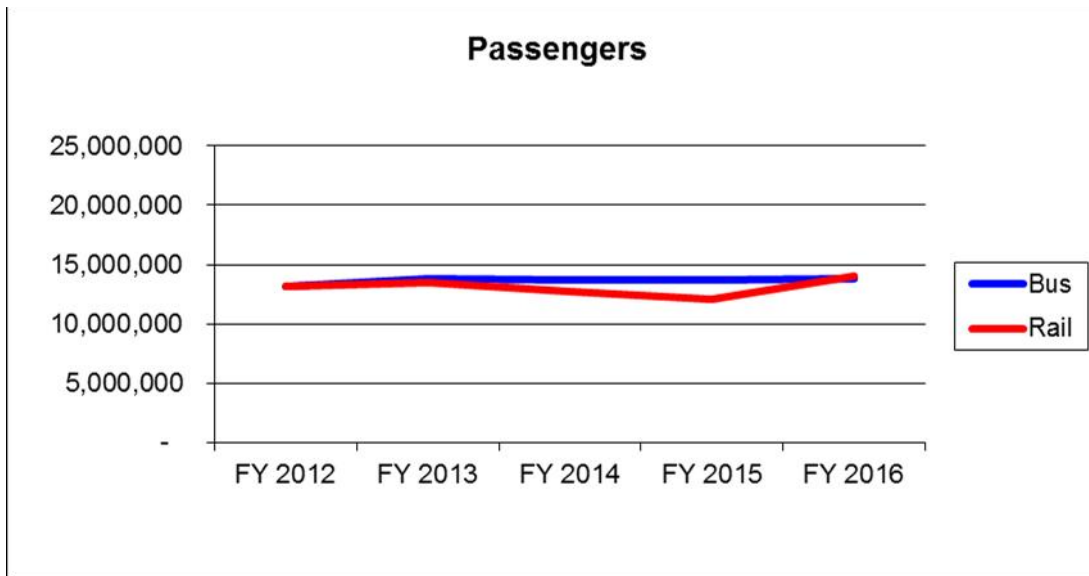
\* In addition to the funding identified above, RT projects the following funds for operating purposes: \$37,820,931 - Measure A

\*\* Population as measured by the population statistics used by SACOG to allocate TDA funds for the same fiscal year for which the budget is adopted.

\*\*\* If, in any vote allocation, any member would have more than 15 votes, that jurisdiction will be given an additional seat and the votes will be reallocated to the larger number of members.



## Trends



	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Budget</b>	<b>FY 2016 to FY 2015</b>	
						<b>Amount</b>	<b>Percent</b>
Bus	13,145,864	13,788,156	13,665,561	13,706,732	13,790,000	83,268	0.6%
Rail	13,192,601	13,513,471	12,710,476	12,061,741	13,980,000	1,918,259	15.9%
<b>Total</b>	<b>26,338,465</b>	<b>27,301,627</b>	<b>26,376,037</b>	<b>25,768,473</b>	<b>27,770,000</b>	<b>2,001,527</b>	<b>7.8%</b>

In FY 2012, rail ridership increased 5.2% and bus ridership decreased 3.5%. On June 15, 2012, the Green Line to the River District Light Rail extension began operation.

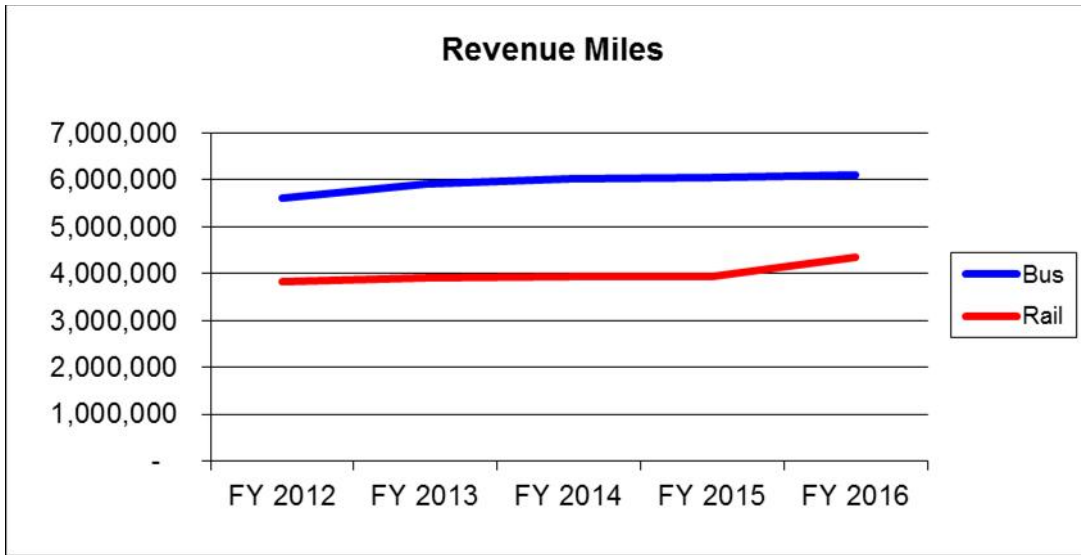
In FY 2013, RT successfully implemented the first phase of TransitRenewal, a comprehensive operational analysis of the RT bus and light rail system that will restore, restructure and "renew" transit service through FY 2017. As a result, bus and rail ridership increased 4.9% and 2.4% respectively.

In FY 2014, total ridership decreased by 3.4% compared to FY 2013 mostly due to declines in Light Rail ridership.

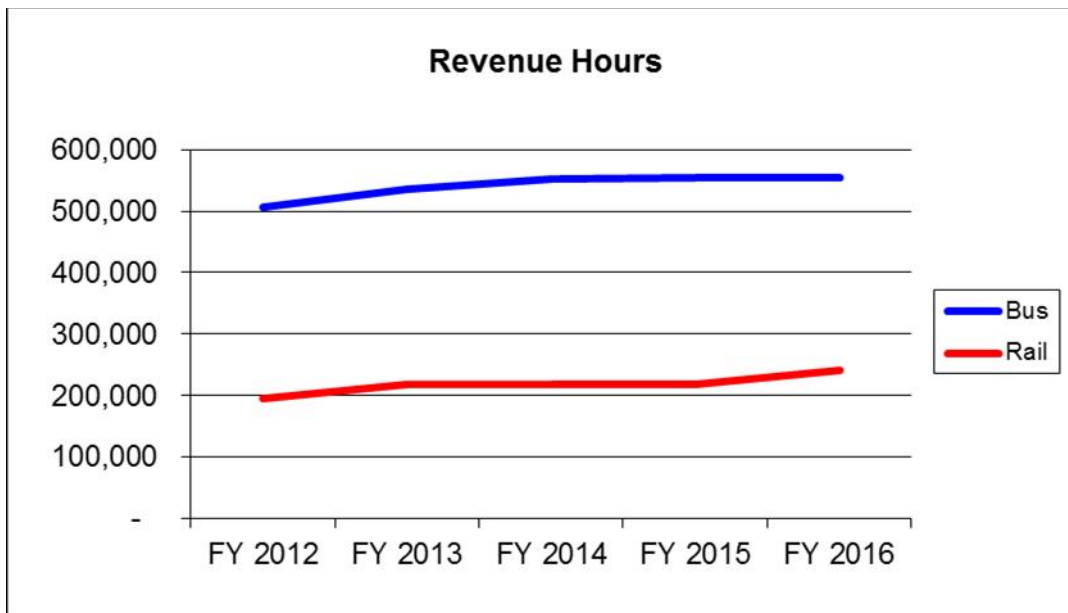
In FY 2015, total ridership decreased by 2.3% compared to FY 2014. Light Rail ridership continues to decline mostly due to very low gasoline prices.

In FY 2016, total ridership is projected to increase 7.8% due to the opening of Blue Line to Cosumnes River college light rail extension.

### Trends continued



	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015	
						Amount	Percent
Bus	5,617,899	5,910,234	6,034,989	6,061,184	6,096,386	35,202	0.6%
Rail	3,822,585	3,921,415	3,936,754	3,936,282	4,352,898	416,616	10.6%
<b>Total</b>	<b>9,440,484</b>	<b>9,831,649</b>	<b>9,971,743</b>	<b>9,997,466</b>	<b>10,449,284</b>	<b>451,818</b>	<b>4.5%</b>



	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015	
						Amount	Percent
Bus	505,966	534,807	552,250	553,657	554,968	1,311	0.2%
Rail	195,769	217,229	218,077	218,118	241,973	23,855	10.9%
<b>Total</b>	<b>701,735</b>	<b>752,036</b>	<b>770,327</b>	<b>771,775</b>	<b>796,941</b>	<b>25,166</b>	<b>3.3%</b>

## Trends continued

Trends for Revenue Miles & Hours fluctuate based on the adopted service level.

In FY 2012, rail hours increased by 2.4% and bus hours increased by 1.0%. As mentioned earlier, on June 15, 2012, the Green Line to the River District light rail extension began operation. In addition, the eighth train on the Gold Line started the operation in April 2012.

In FY 2013, RT implemented the first phase of TransitRenewal. Bus and rail revenue hours increased 5.7% and 11.0% respectively.

In FY 2014, bus and rail revenue hours increased 3.3% and 0.4% respectively due to a full year of the first phase of TransitRenewal implemented in September 2012 and a full year of Citrus Heights City Ride service as well as other minor bus service adjustments completed in January 2014.

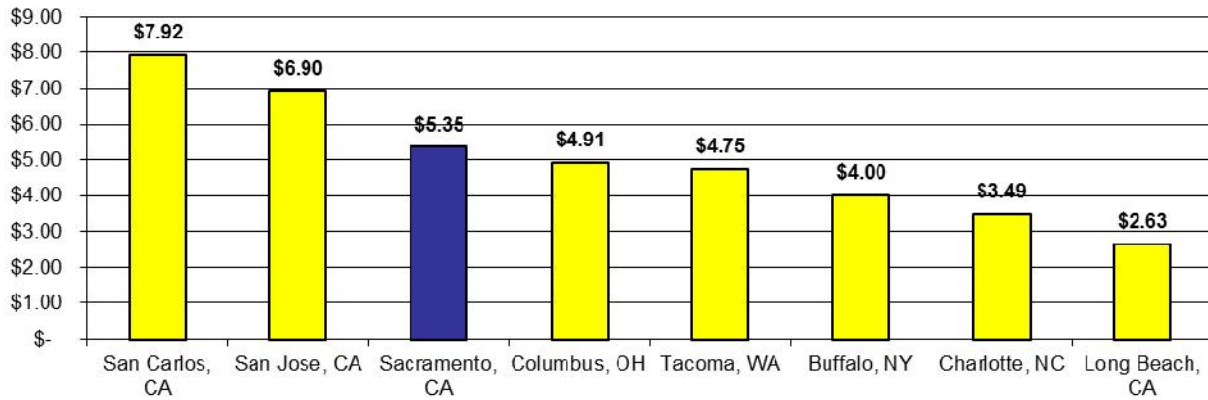
In FY 2015, bus and rail revenue hours increased 0.3% for bus and stay flat for rail due to minor bus service adjustments completed in January and April of 2015.

In FY 2016, bus and rail revenue hours are projected to increase 0.2% and 10.9% respectively. Rail revenue hours are projected to increase due to the opening of Blue Line to Cosumnes River college light rail extension.



## Peer Comparison

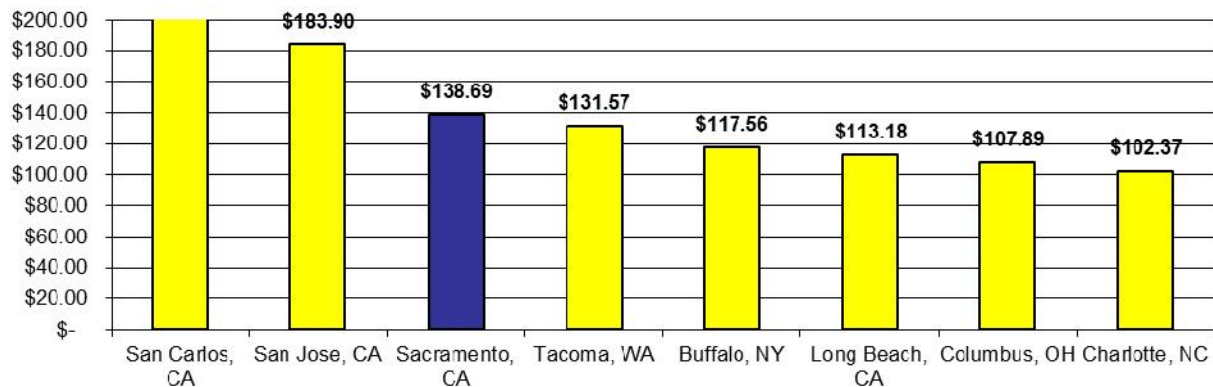
### 2013 Bus Cost Per Passenger



### 2013 Bus Cost Per Revenue Mile

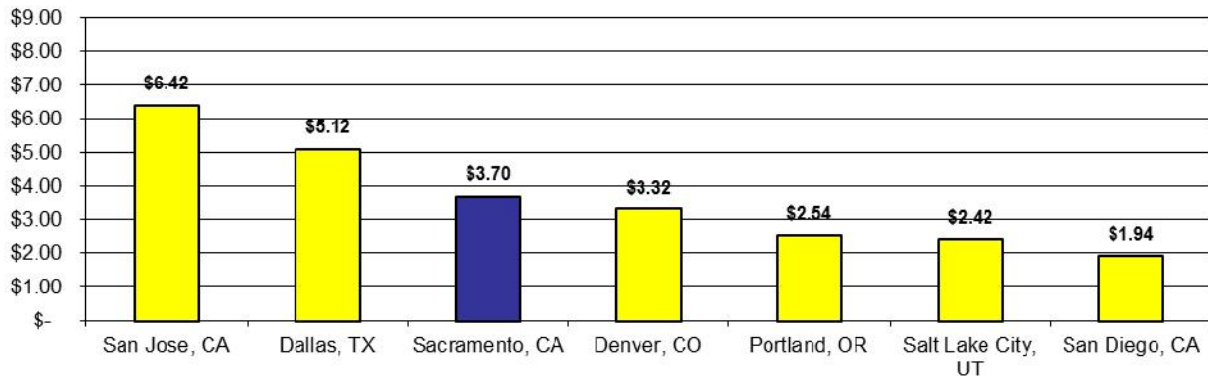


### 2013 Bus Cost Per Revenue Hour



## Peer Comparison continued

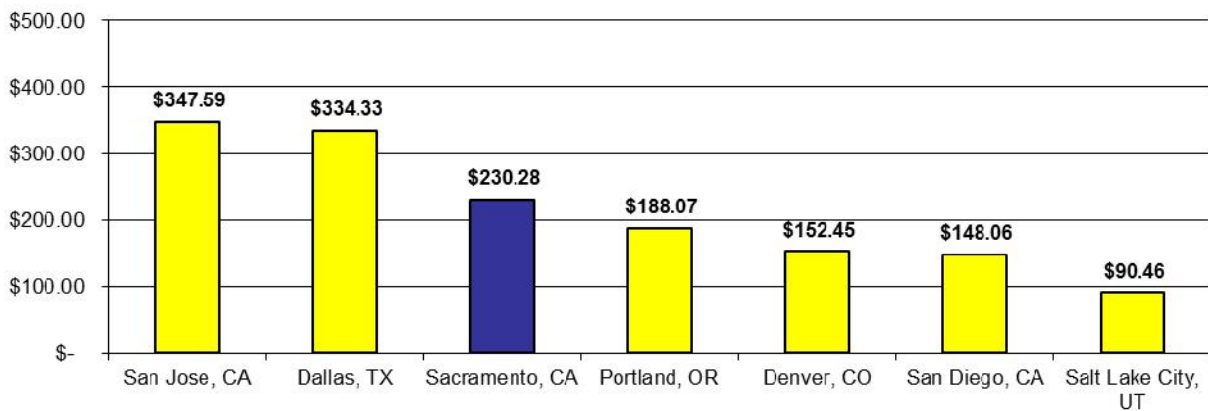
### 2013 Rail Cost Per Passenger



### 2013 Rail Cost Per Revenue Mile



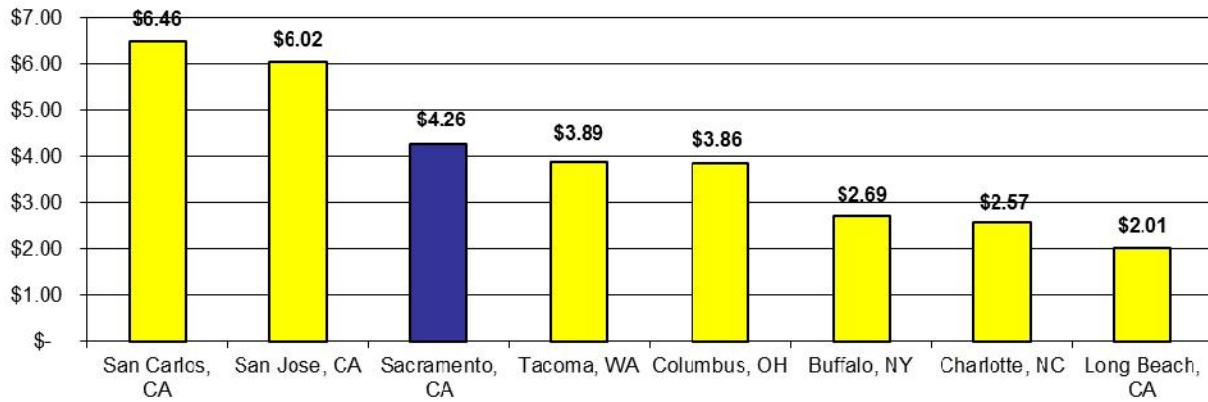
### 2013 Rail Cost Per Revenue Hour



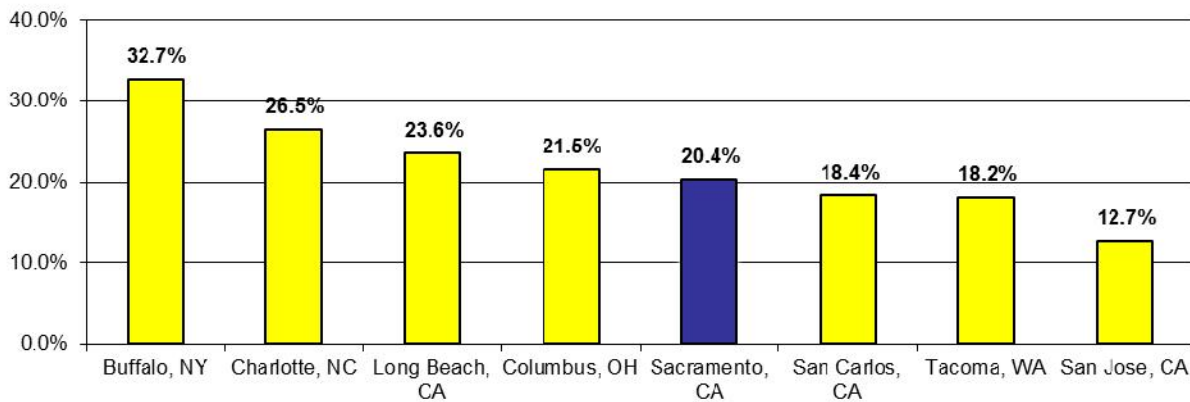


### Peer Comparison continued

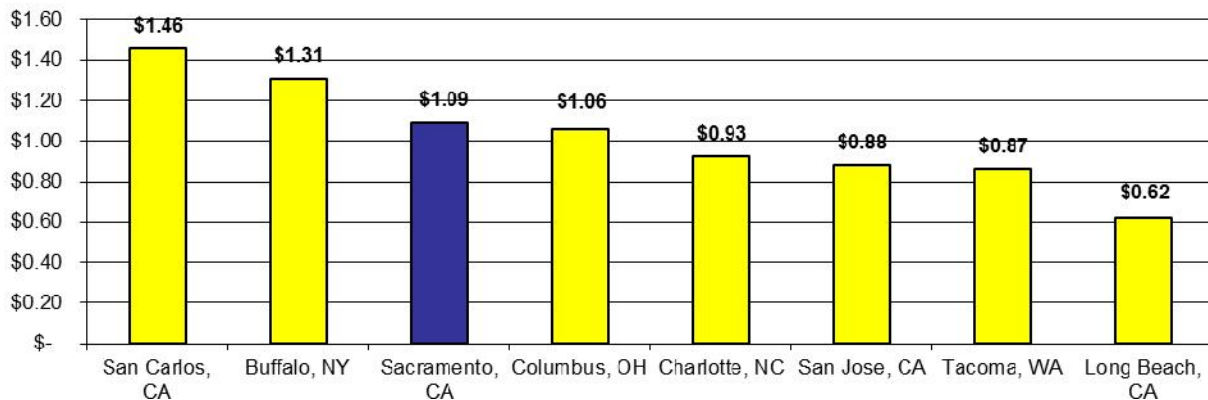
#### 2013 Bus Subsidy Per Passenger



#### 2013 Bus Farebox Recovery Ratio

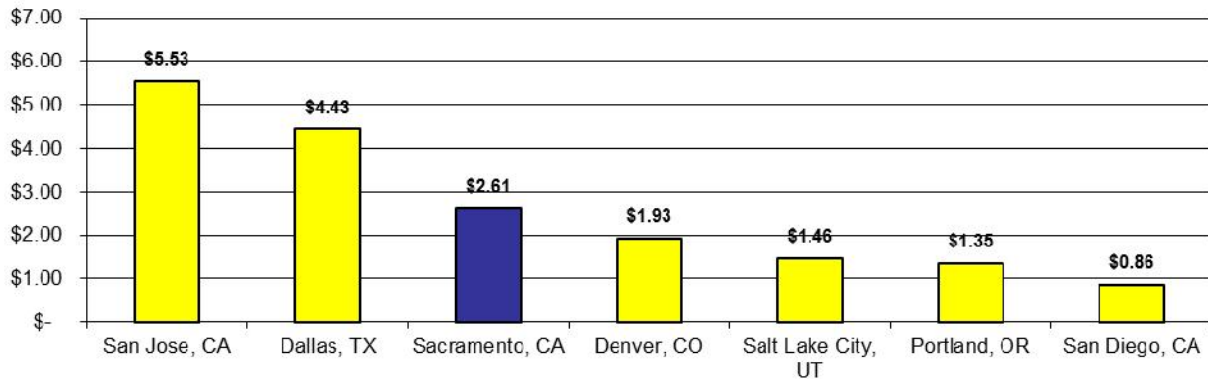


#### 2013 Bus Average Fare Per Passenger

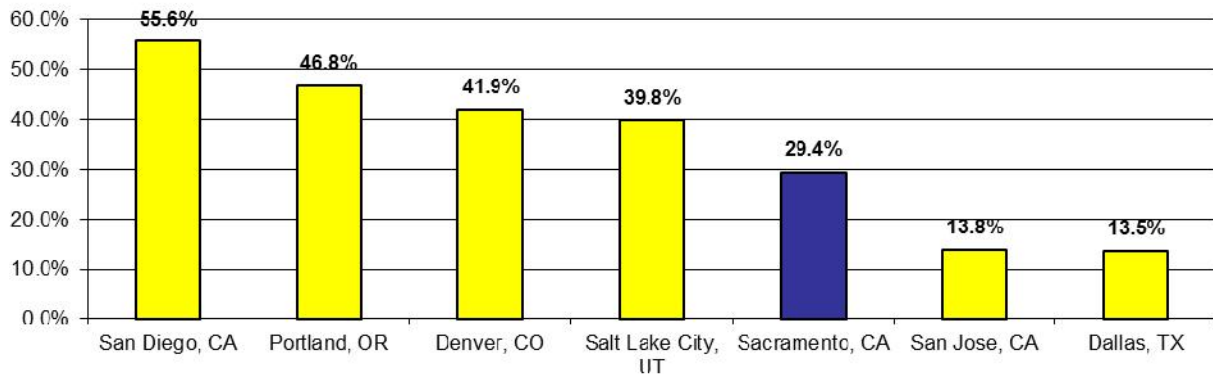


### Peer Comparison continued

#### 2013 Rail Subsidy Per Passenger



#### 2013 Rail Farebox Recovery Ratio



#### 2013 Rail Average Fare Per Passenger





## Operating Budget Summary



## Operating Budget Summary

### Enterprise Fund Statement (Fund Balance)

#### Enterprise Fund Statement (Fund Balance)

	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
	Actual		Actual		Actual		Projected		Budget
<b>Operating Revenues</b>									
Fare Revenue	\$ 28,964,148	\$	29,758,679	\$	29,156,920	\$	28,396,102	\$	29,953,414
Contracted Services	5,244,807		5,606,614		5,529,534		5,809,754		6,443,738
State & Local	69,131,857		71,275,441		75,295,809		77,394,435		82,968,584
Federal	24,453,331	1	28,970,328		28,977,723	2	29,766,694		32,031,966
Other	2,598,039		3,442,696		2,917,841		4,002,137		4,108,292
Total Operating Revenue	130,392,183		139,053,758		141,877,828		145,369,121		155,505,994
<b>Capital Revenue Contributions</b>									
State & Local	33,473,886		35,836,495		18,899,423		28,848,194		42,587,097
Federal	10,015,897		9,331,167		48,511,721		74,926,092		864,946
Total Capital Revenue	43,489,783		45,167,662		67,411,144		103,774,285		43,452,043
<b>Operating Expenses</b>									
Salaries & Benefits	81,751,427		87,714,523		94,017,608		96,261,006		99,178,175
Professional Services	20,165,034		23,646,936		24,933,407		26,337,719		27,968,449
Materials & Supplies	9,119,204		9,692,489		10,251,244		8,556,338		10,104,973
Utilities	5,587,066		5,638,681		5,645,787		5,815,563		6,434,400
Insurance & Liability	6,353,496		7,909,686		8,343,014		7,905,996		9,778,687
Other	1,773,809		1,784,320		2,029,245		1,932,352		2,041,310
Total Operating Expenses	124,750,036	3	136,386,634		145,220,305		146,808,974		155,505,994
Operating Expenses For Capital	1,387,265	2	1,235,199		2,199,119		2,675,232		3,000,000
<b>Non-Operating Expenses</b>									
Depreciation & Amortization	31,442,344		31,430,082		34,032,082		34,177,712		34,000,000
Interest Expense	210,559		364,903		1,068,566		884,096		500,000
Total Non-Operating Expenses	31,652,903		31,794,986		35,100,648		35,061,809		34,500,000
GASB 68 Pension Adjustment		3					(78,348,050)		
Beginning Balance, July 1	775,566,419		791,658,180		806,462,782		833,231,682		819,481,025
Ending Balance, June 30	\$ 791,658,180	\$	806,462,782	\$	833,231,682	\$	819,481,025	\$	825,433,068
% Change in Ending Fund Balance			1.87%		3.32%		-1.65%		0.73%

<sup>1</sup> Federal revenue is reduced by pass through to subrecipients

<sup>2</sup> Operating expense related to capital projects and paid with capital grant funding

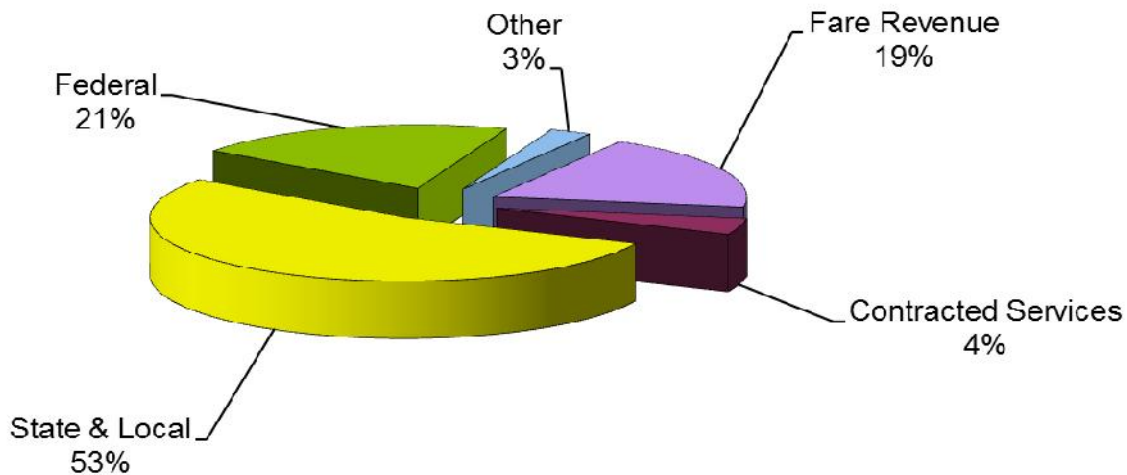
<sup>3</sup> Cumulative effect of GASB Statement no. 68 Implementation

<sup>4</sup> The FY 2016 Budgeted Ending Balance of \$825.4 million is 0.73% more than FY 2015 Projected.



## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Fare Revenue	\$ 28,964	\$ 29,759	\$ 29,157	\$ 28,396	\$ 29,953	\$ 1,557	5.5%
Contracted Services	5,245	5,607	5,530	5,810	6,444	634	10.9%
State & Local	69,132	71,275	75,296	77,394	82,969	5,574	7.2%
Federal	24,453	28,970	28,978	29,767	32,032	2,265	7.6%
Other	2,598	3,443	2,918	4,002	4,108	106	2.7%
Subtotal	\$ 130,392	\$ 139,054	\$ 141,878	\$ 145,369	\$ 155,506	\$ 10,137	7.0%
Operating Reserve *	\$ (5,642)	\$ (2,667)	3,342	\$ 1,440	-	\$ (1,440)	
<b>Operating Revenue</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,809</b>	<b>\$ 155,506</b>	<b>\$ 8,697</b>	<b>5.9%</b>

\* Operating Reserve: Negative indicates an increase in funding to the reserve. Positive indicates use of the reserve.



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## Revenues continued

### Fare Revenue

This category includes rider monies deposited in the fare box, the sale of tickets and passes, and the special fares received from local colleges for the fees collected from the transit programs.

- The FY 2016 Adopted Budget proposes \$30.0 million in Fare revenue, an increase of \$1.6 million (5.5%) from the FY 2015 Projected Revenue (\$28.4 million).
- This reflects a \$0.6 million increase due to the startup of South Line Phase 2 operations in September 2015.
- The remaining increase of \$1.0 million is due to the assumption that the launch of the Connect Card sometime in 2016 will provide a minor increase in systemwide ridership and fare revenues.

### Contracted Services

This category includes contracts with the cities of Citrus Heights, Elk Grove, Folsom, Rancho Cordova, as well as Granite Park and North Natomas shuttle services. These cities and service areas purchase RT transit services.

- The FY 2016 Adopted Budget proposes \$6.4 million in Contracted Services revenue, an increase of \$0.6 million (10.9%) from the FY 2015 Projected Revenue (\$5.8 million).
- This reflects a 3% increase in Citrus Heights contract funding.
- This reflects an increase in Folsom contract of \$0.1 million due to the updated calculation of operating and maintenance cost for FY 2016.
- This also reflects an increase in the Elk Grove contract of \$0.5 million due to the recently adopted new contract.

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## Revenues continued

### State & Local

This category includes formula-based allocations to RT from state and local government sales taxes. RT receives funding from the California Transportation Development Act Local Transportation Fund (TDA-LTF), the Transportation Development Act State Transit Assistance Program (TDA-STA), and Sacramento County Measure A.

#### California Transportation Development Act

The California Transportation Development Act of 1971 (TDA), as amended, provides two sources of funding for public transportation. The first is the county Local Transportation Fund (LTF) which was established in 1972, whereby one-fourth of 1% of the current Statewide sales tax is made available for public transportation operating and capital expenditures in the county in which the sales tax is collected. The second is the State Transit Assistance Program (STA) which was established in 1979, whereby a portion of gasoline sales and diesel use tax revenues is appropriated by the State Legislature to the State Public Transportation Account (PTA) for certain public transportation purposes.

#### Measure A

In November 1988, Sacramento County voters approved the passage of Measure A, a one-half of one percent countywide retail transactions and use tax ("Sales Tax") to help relieve traffic congestion, improve air quality, construct new and repair existing highways, maintain local streets and roads, expand public transit, and increase public safety by providing essential countywide transportation improvements. Measure A incorporated the Sacramento County Transportation Expenditure Plan (the "Expenditure Plan"), which includes those projects that are eligible for funding from the proceeds of the Sales Tax. As the March 2008 expiration of Measure A approached, the Sacramento Transportation Authority (STA) placed a measure on the November 2004 ballot to renew the Measure for 30 more years after the original measure expires.

Voters overwhelmingly approved the new Measure A, with more than 75 percent of voters in favor of it. The new Measure A includes the continuation of the one-half percent sales tax through 2039 and introduces a countywide development impact fee program (development impact fee) to be adopted and implemented by each participating jurisdiction and remitted to STA for reallocation. Revenues generated by the Sales Tax are disbursed through STA according to ratios established by an ordinance adopted by the STA as follows:



## Revenues continued

### State & Local continued

#### Measure A continued

##### Percentage of Developer Fees:

- 35% Local Road Maintenance, Safety and Congestion Relief Program
- 20% Transit Congestion Relief Program
- 20% Freeway Safety and Congestion Relief Program
- 15% Smart Growth Incentive program
- 10% Transportation Project Environmental Mitigation Program

##### Percentage of Sales Tax:

- 38% Local Road Maintenance, Safety and Congestion Relief Program
- 38% Transit Congestion Relief Program
- 5% Senior & Disabled Transportation Services
- 12% Freeway Safety and Congestion Relief Program
- 4% Safety, Streetscaping, Pedestrian and Bicycle Facilities
- 2% Transportation-Related Air Quality Program
- 1% Program Administration

- The FY 2016 Adopted Budget proposes \$83.0 million in state and local funding revenue, an increase of \$5.6 million (7.2%) from the FY 2015 Projected Revenue of \$77.4 million.
- This reflects a 4.7% or \$1.7 million increase in sales tax growth estimates for Measure A and 1.5% or \$0.5 million increase in LTF revenues over the FY 2015 Projected Revenue.
- This includes a 7.5% or \$0.7 million increase in the TDA-STA Revenue compared to the FY 2015 Projected Revenue.
- This also reflects a transfer of STA funds in the amount of \$3.0 million to pay for RT's Revenue Bond payment for FY 2016, which is \$0.7 million less than transfers to capital in FY 2015.
- This includes \$2.0 million in the Low Carbon Transit Operations Program (LCTOP) revenue, which is a cap-and-trade program established in 2014 that provides funds to public transportation agencies throughout California for operations that reduce greenhouse gas emissions. LCTOP revenue will be used to pay for a new service that will start in FY 2016, such as South Line Operations. This is a new funding source in FY 2016 Budget.

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## Revenues continued

### Federal

This category includes formula-based allocations to RT from the federal government. Each year Congress authorizes the appropriation and the Federal Transit Administration allocates the dollars to the region. RT can use the funds for operating, planning, and capital, subject to specific regulations.

- The FY 2016 Adopted Budget proposes \$32.1 million in federal funding, an increase of \$2.3 million (7.6%) from the FY 2015 Projected Revenue of \$29.8 million.
- This includes \$1.6 million in CMAQ revenue for South Line Phase 2.
- Section 5307 Urbanized Area federal funding is projected to increase by \$0.5 million due to higher allocation to the Region and RT.
- Section 5337 State of Good Repair funding is projected to increase by \$0.2 million due to higher allocation to the Region.
- This also reflects \$0.6 million in JARC-type project funding.

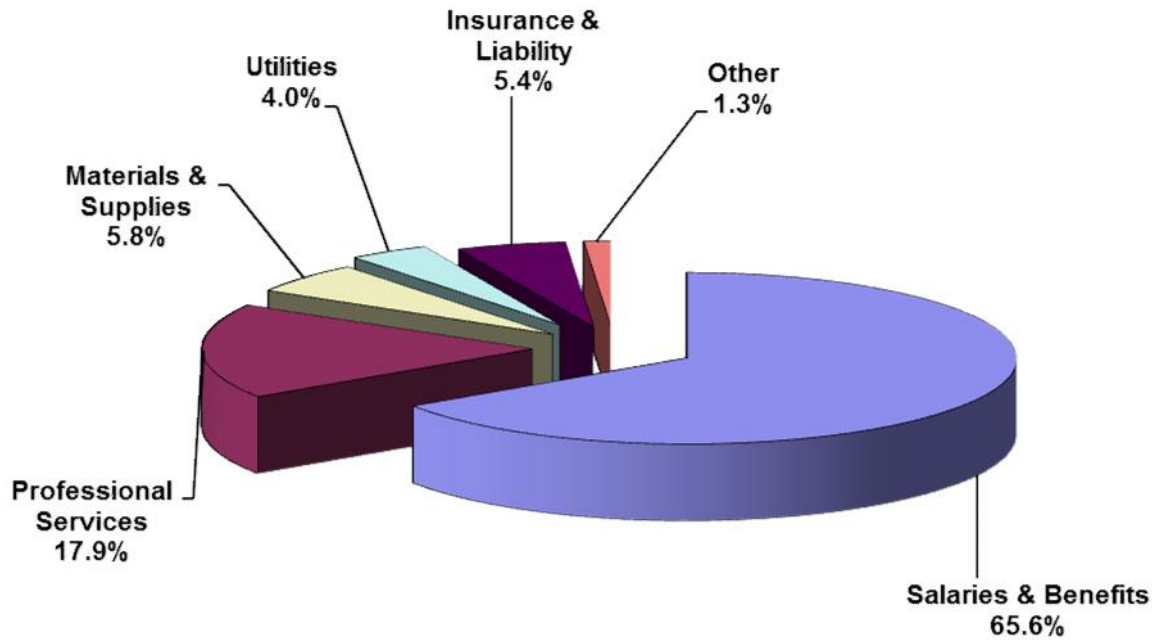
### Other

This category includes investment income, commercial real estate leases, advertising income, bus book sales, fare evasion fines, promotional item sales, photo identification activities, and parking revenue.

- The FY 2016 Adopted Budget proposes \$4.1 million in other revenue, which is an increase of \$0.1 million (2.7%) to the FY 2015 Projected Revenue (\$4.0 million).
- This includes in FY 2016 a projected \$0.56 million for the sale of Federal Renewable Identification Numbers for RT's CNG Bio-Gas fuel, this is a new funding source in FY 2016 budget.
- The FY 2016 Preliminary Budget also includes the sell back of \$0.37 million of Low Carbon Credits through the State Cap and Trade program.

## Expenses

### Operating Expenses by Expense Category



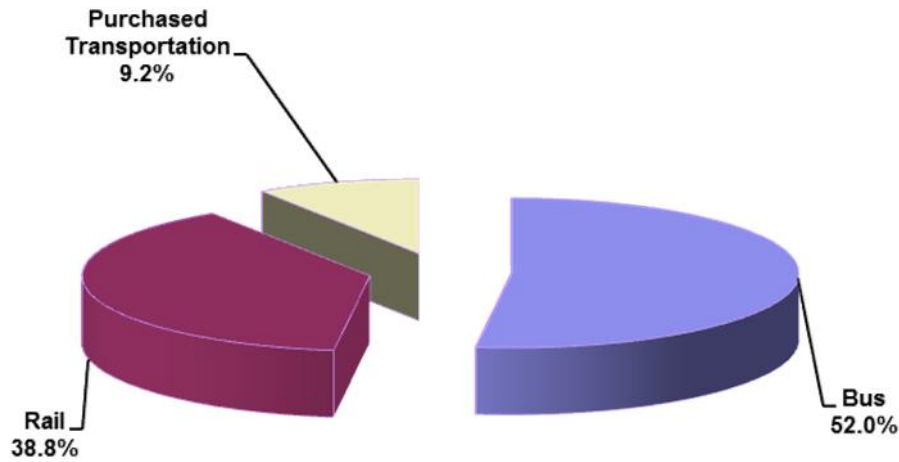
(Dollars in Thousands)

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Salaries & Benefits	\$ 81,751	\$ 87,715	\$ 94,018	\$ 96,261	\$ 99,178	\$ 2,917	3.0%
Professional Services	20,165	23,647	24,933	26,338	27,968	1,631	6.2%
Materials & Supplies	9,119	9,692	10,251	8,556	10,105	1,549	18.1%
Utilities	5,587	5,639	5,646	5,816	6,434	619	10.6%
Insurance & Liability	6,353	7,910	8,343	7,906	9,779	1,873	23.7%
Other	1,774	1,784	2,029	1,932	2,041	109	5.6%
<b>Total Expenses</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,809</b>	<b>\$ 155,506</b>	<b>\$ 8,697</b>	<b>5.9%</b>



## Expenses continued

### Operating Expenses by Mode

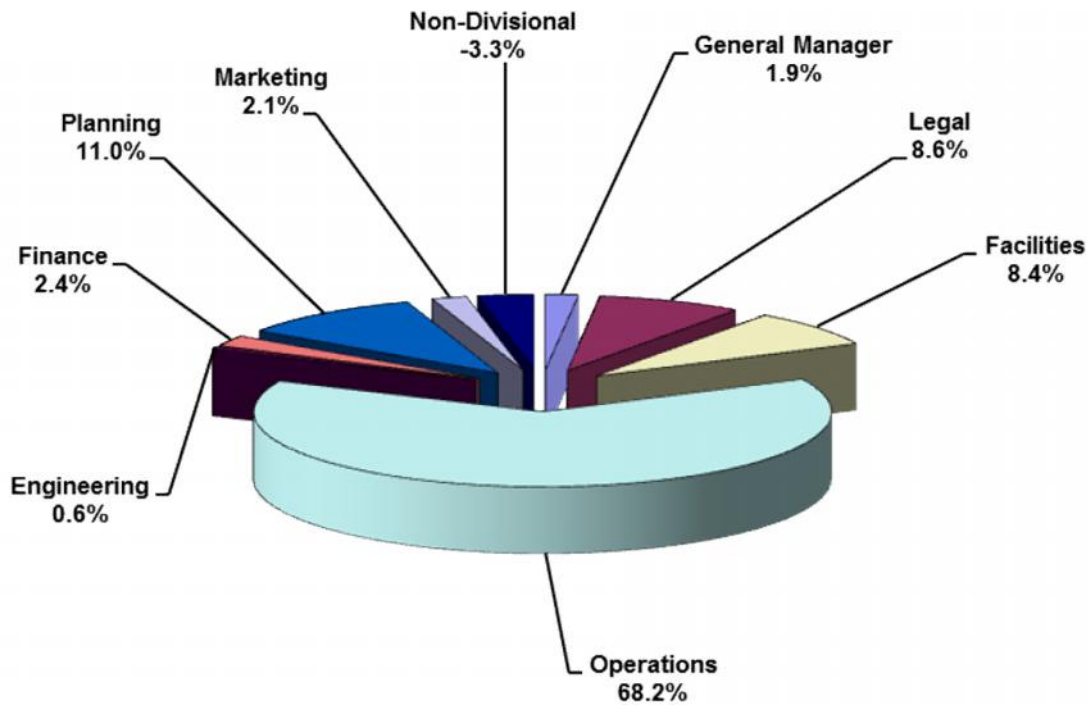


(Dollars in Thousands)

	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Bus	\$ 68,252	\$ 73,333	\$ 78,454	\$ 78,265	\$ 80,852	\$ 2,587	3.3%
Rail	46,163	50,626	54,417	55,032	60,339	5,307	9.6%
Purchased Transportation	10,335	12,427	12,349	13,512	14,316	803	5.9%
<b>Total Expenses</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,809</b>	<b>\$ 155,506</b>	<b>\$ 8,697</b>	<b>5.9%</b>

## Expenses continued

### Operating Expenses by Division



(Dollars in Thousands)

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
General Manager	\$ 2,738	\$ 2,829	\$ 2,760	\$ 3,225	\$ 3,022	\$ 464	16.8%
Legal	9,261	11,032	11,721	11,233	13,445	(488)	-4.2%
Facilities	10,893	11,556	12,943	13,300	13,072	357	2.8%
Operations	83,837	89,604	95,924	96,470	106,066	546	0.6%
Engineering	749	797	800	899	912	99	12.4%
Finance	3,182	3,405	3,798	3,700	3,772	(98)	-2.6%
Planning	12,288	14,815	14,840	16,125	17,164	1,285	8.7%
Marketing	2,624	3,111	3,321	3,057	3,236	(264)	-8.0%
Non-Divisional	(823)	(763)	(887)	(1,200)	(5,184)	(313)	35.3%
<b>Total Expenses</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,809</b>	<b>\$ 155,506</b>	<b>\$ 1,589</b>	<b>1.1%</b>

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## Expenses continued

### Salaries & Benefits

This category includes payroll and benefits for all positions authorized by the Board of Directors. It accounts for wages, overtime, pension, dental, medical, FICA, vision and all other RT-paid employee benefits.

- The FY 2016 Adopted Budget proposes \$99.2 million for salaries and benefits, an increase of \$2.9 million (3.0%) from the FY 2015 Projected Cost (\$96.3 million). Labor increased by \$1.0 million (1.8%) from the FY 2015 Projected Cost (\$54.8 million). This reflects various District position salary adjustments including two additional positions for Blue Line to Cosumnes River College Light Rail extension.
- Fringe Benefits increased by \$0.9 million (1.9%) from the FY 2015 Projected Cost (\$47.8 million). This reflects a \$0.7 million (5.9%) increase in medical costs and a \$0.1 million (8.5%) increase in dental costs. Variances in other benefit accounts make up the remaining difference.
- Capital recovery and indirect costs have decreased by \$1.0 million over FY 2015 Projected Cost. This represents labor charged to capital projects, which reduces the operating budget labor costs.
- The Fiscal Year 2016 Adopted Budget includes 1006 Funded positions, which is an decrease of 11 positions from the Fiscal Year 2015 Revised Budget of 1017 fully or partially funded positions.

### Professional Services

This category includes: purchased transportation (Paratransit) to comply with the Americans with Disabilities Act (ADA), transit security, equipment maintenance, facilities maintenance, legal services, and services provided by outside consultants.

- The FY 2016 Adopted Budget proposes \$27.9 million for Professional Services, an increase of \$1.6 million (6.2%) from the FY 2015 Projected Cost of \$26.3 million.
- This reflects an increase in Purchased Transportation of \$0.8 million due to an increase in a number of ADA trips and an increase in cost per trip for FY 2016.
- This also reflects an increase of \$0.7 million in Security Services.

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## Expenses continued

### Materials & Supplies

This category includes fuel, bus and light rail parts, small maintenance tools and equipment, cleaning supplies, printing materials, and general office supplies.

- The FY 2016 Adopted Budget proposes \$10.1 million for materials and supplies, an increase of \$1.5 million (18.1%) from the FY 2015 Projected Cost of \$8.6 million.
- This reflects a projected increase of \$0.2 million in CNG fuel costs.
- This also reflects a projected increase in bus and rail parts for a total of \$1.0 million.
- This includes additional maintenance cost for Blue Line to Cosumnes River College Light Rail extension.

### Utilities

This category includes electricity, water, gas, refuse, and telephone for bus, light rail, and administrative facilities.

- The FY 2016 Adopted Budget proposes \$6.4 million for Utilities, an increase of (\$0.6) million (10.6%) from the FY 2015 Projected Cost (\$5.8 million).
- This reflects an increase in traction power costs due to Blue Line to Cosumnes River College Light Rail extension.

### Insurance & Liability

This category includes: premiums, claims, and attorney fees related to personal liability insurance, property damage insurance, worker's compensation claims, and commercial insurance for amounts in excess of self-insured amounts.

- The FY 2016 Adopted Budget proposes \$9.8 million for Insurance & Liability, an increase of \$1.9 million (23.7%) from the FY 2015 Projected Cost (\$7.9 million).
- This reflects an increase of \$2.1 million in the projected claims reserves for Property and Liability for FY 2016, per RT's most recent actuary report completed in February 2015.
- In addition it reflects a reduction of \$0.2 million in the projected claims reserves for Workers' Compensation for FY 2016, per RT's most recent actuary report completed in February 2015.
- Also, there is an additional increase of \$0.09 million in insurance premium costs in FY 2016.

## Expenses continued

### Other

This category includes, but is not limited to, travel and training, seminars, dues and subscriptions, awards and ceremonies, building leases, equipment leases, taxes, freight, advertising, legal notices, and bad debt.

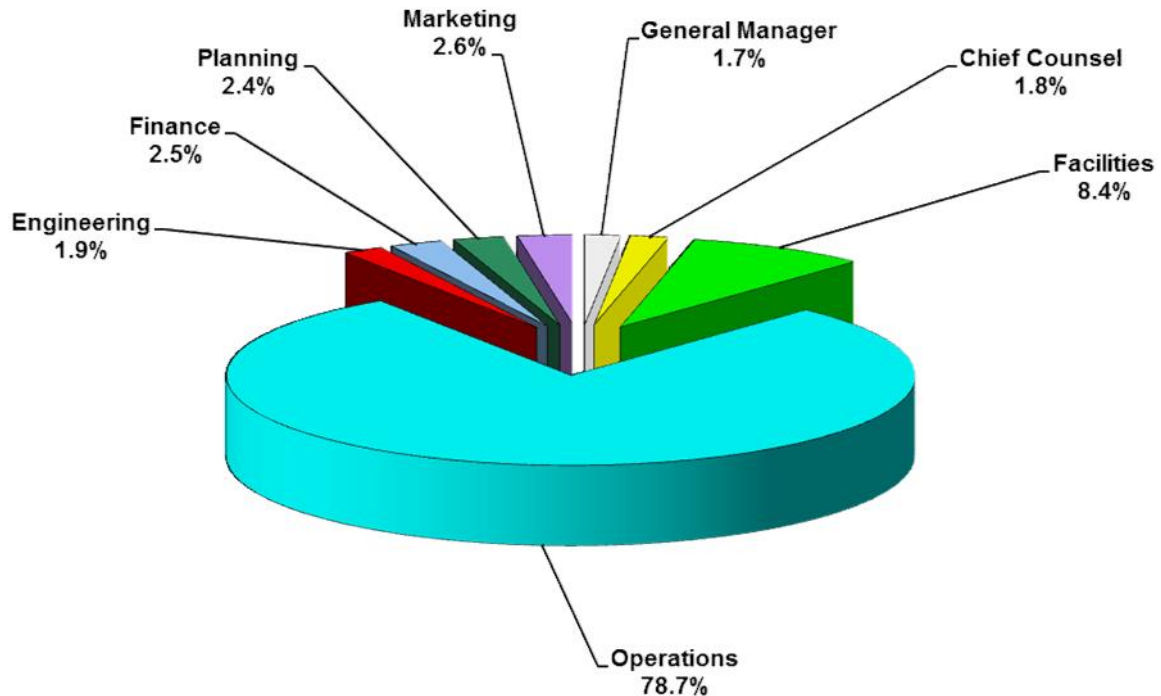
- The FY 2016 Adopted Budget proposes \$2.0 million for other expenditures, an increase of \$0.1 million (5.6%) from the FY 2015 Projected Cost (\$1.9 million).
- This includes \$0.2 million in GM's contingency.
- Small increases in other accounts make up the remaining difference.





## Positions

The Fiscal Year 2016 Budget includes 1,006 fully or partially funded positions, which is a decrease of 11 funded positions from the Fiscal Year 2015 projection of 1,017 funded positions.



Division	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016
General Manager	16	20	20	21	17	-4
Chief Counsel	17	18	19	20	18	-2
Facilities	74	82	87	86	85	-1
Operations	720	775	783	790	792	2
Engineering	21	22	24	23	19	-4
Finance	26	27	27	26	25	-1
Planning	21	25	24	24	24	0
Marketing	25	27	27	27	26	-1
<b>Total</b>	<b>920</b>	<b>996</b>	<b>1,011</b>	<b>1,017</b> <sup>1</sup>	<b>1,006</b>	<b>-11</b>

## FY 2016 Position Changes and Additions

During the FY 2016 budget development process, thorough evaluation of staffing needs was conducted. As a result, the following changes were done to the funded positions:

- General Manager division had a net decrease of 4 funded positions. The changes are as follows: unfund Compliance and Quality Assurance Auditor, Chief Administrative Officer and one Human Resources Administrative Assistant II and move Senior Administrative Assistant to Chief of Facilities.
- Chief Counsel division had a net decrease of 2 funded positions. The changes are as follows: add one Deputy Chief Counsel, unfund two Senior Attorneys and one Administrative Assistant II in Employee Relations.
- Facilities division had a net decrease of 1 funded positions. The changes are as follows: transfer one Senior Administrative Assistant from former Administrative division, unfund one Facilities and Grounds Worker I and one Facilities Maintenance Mechanic.
- Operations division had a net increase of 2 funded positions. The changes are as follows: fund 1 Transit Fare Inspector, fund 10 Bus Operators that were unfunded in FY 2015, unfund 1 Community Bus Services Dispatcher, unfund 1 Transportation Supervisor in Bus, unfund 2 Bus Service Workers, 1 Mechanic A, 3 Mechanic B, 2 Mechanic C, convert one Mechanic A Body/Fender to 1 Electronic Mechanic in Bus Maintenance. In Light Rail, add 2 Light Rail Service Workers, 1 Mechanic A Body/Fender, unfund 1 Lineworker Technician and 1 Transportation Supervisor.
- Engineering division had a net decrease of 4 funded positions. The changes are as follows: unfund 1 Associate Systems Engineer, 1 Senior Systems Engineer, 1 Senior Civil Engineer and 1 Senior Inspector.
- Finance division had a net decrease of 1 funded positions. The change is as follows: unfund 1 Director, Office of Management and Budget.
- Marketing division had a net decrease of 1 funded positions. The change is as follows: unfund 1 Reception Clerk.

**Forecast****Forecast  
Revenues & Expenses**

(Dollars in Thousands)

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Revenues</b>					
Fare Revenue <sup>1</sup>	\$ 29,953	\$ 33,780	\$ 35,026	\$ 38,101	\$ 39,480
Contracted Services	6,444	6,766	7,104	7,459	7,832
Other	4,108	4,714	4,828	4,942	4,861
State & Local <sup>2</sup>	82,969	84,700	91,512	96,102	100,922
Federal	32,032	32,854	33,320	33,248	34,531
<b>Total</b>	<b>155,506</b>	<b>162,814</b>	<b>171,791</b>	<b>179,853</b>	<b>187,626</b>
<b>Expenses</b>					
Salaries & Benefits	99,178	103,786	108,105	112,201	116,453
Professional Services	27,968	29,268	30,486	31,641	32,840
Materials & Supplies	10,105	10,574	11,015	11,432	11,865
Utilities	6,434	6,733	7,014	7,279	7,555
Insurance & Liability	9,779	10,233	10,659	11,063	11,482
Other	2,041	2,136	2,225	2,309	2,397
<b>Total</b>	<b>155,506</b>	<b>162,731</b>	<b>169,503</b>	<b>175,926</b>	<b>183,680</b>
<b>Potential Reserve</b>	<b>\$ -</b>	<b>\$ 83</b>	<b>\$ 2,288</b>	<b>\$ 3,928</b>	<b>\$ 3,946</b>

Assumptions:<sup>1</sup> Fare increase of 8% every other year starting FY 2017.<sup>2</sup> Revenue Bond payment reduced by about \$2.5M starting FY 2018 due to early calls on bonds (\$40M) due to receiving TCRP funds.**Service Plan**

(Revenue Hours)

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Service Plan</b>					
Fixed Route Bus	528,792	528,792	528,792	534,080	544,762
Community Bus Service	26,176	26,176	26,176	26,438	26,967
Light Rail	241,973	255,511	257,439	257,439	257,439

Source: RT's Financial Forecasting Model

## Forecast continued

### Forecast Assumptions

Assumptions are the same as the August 11, 2015 Financial Forecasting Model (FFM):

- Bus Service - Restoration of reduced service started in Fiscal Year (FY) 2013 with implementation of first phase of TransitRenewal. FY 2016 assumes no service increases in bus service.
- Rail Service - Blue Line revenue service started on August 24, 2015. FY 2017 is a full year of Blue Line to Cosumnes River College light rail extension operation.
- Paratransit Service grows 4.0% in FY 2017-2020.<sup>1</sup>

Specific revenue assumptions:

- Measure A and Local Transportation Fund (LTF) increase 5% annually from FY 2017 to FY 2020. Regional Transit (RT) continues to receive these revenues from smaller cities excluding Folsom, Isleton and Galt.
- Sacramento Transit Authority (STA): \$9.5 million in FY 2016 and increases 4.2% every year. Payments for debt service appear as reductions in revenue and are transferred to the capital where the debt service cost also appears.
- Federal Section 5307 and 5337 State of Good Repair increase 1.5% in FY 2017 - 2018, and 5% per year thereafter.
- Federal Section 5307 Jobs Access and Reverse Commute is projected at \$0.6 million in FY 2016 and growing at the same rate as Section 5307 Federal Revenue.
- \$1.6 million out of \$6 million in Congestion Mitigation/Air Quality (CMAQ) funds allocated to RT is budgeted in FY 2016 for operating subsidy for Blue Line operations. The remaining funds are to be used within the first three years of operation of the new service..
- Fare revenue (average fare) - Increases 9.9% in 2017 and 8.0% in 2019. In addition, increases in Fare Revenue are proportional to increases in ridership (rail and bus passenger trips gradually increase). In addition, Fare Revenue calculations take into account ridership deflection when fares increase.
- Number of Park and ride lots with paid parking fees are the same throughout the forecast.

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<sup>1</sup> Please note Paratransit demand is dynamic and will be evaluated as additional data is available.

## Forecast continued

### Forecast Assumptions continued

#### Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- RT unit labor costs increase 2.2% in FY 2017, 2.5% in FY 2018, 3.0% in FY 2019, 3.1% in 2020.
- Materials/service unit costs increase at 1.5% in FY 2017, 2.0% in FY 2018, 2.5% in FY 2019, 2.6% in FY 2020.
- Paratransit unit costs increase 2.5% in FY 2016, 2.9% in FY 2017 – 2018, and 3.0% in FY 2019-2020.<sup>2</sup>
- Includes operating costs for Blue Line future revenue service.
- Revenue bond debt service expense shown as a reduction of operating revenue, not as an operating cost.



<sup>2</sup> Please note Paratransit demand is dynamic and will be evaluated, as additional data is available.



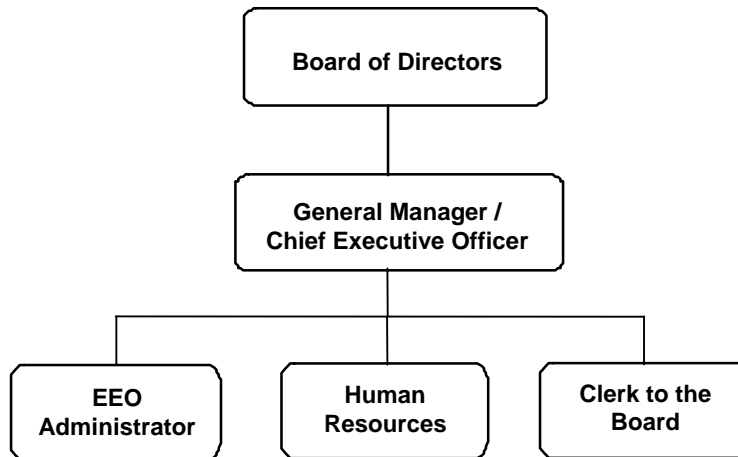


## Division Budgets

## Division Budgets

### Office of the General Manager

This division carries out the Board's policies and ordinances, coordinates inter-agency activities, oversees RT's day-to-day operations, and appoints the heads of RT's operating divisions.



- The General Manager/CEO guides and directs all activities of the District.
- The Equal Employment Opportunity Office administers the affirmative action and EEO programs which make sure RT operations and policies are in compliance with Federal and State regulations.
- Human Resources administers employee recruitment, non-operator training, benefits, and promotion, classification, compensation, selection, recruitment, health and welfare programs, pension plan administration, retirement board administration, non-operator training, Workers' Compensation, General Liability, Insurance and all risk related functions.
- The Clerk to the Board assists the Board of Directors and District staff in the conduct of its business by performing duties mandated by state law, agency ordinances, administrative code and Board directives.

### FY 2015 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Achieved fare inspection rate of 14.33% as of June 30, 2015.
- Continued work toward the future implementation of the Connect Card and a mobile fare app for pilot testing.
- Achieved a farebox recovery ratio of 21.3% as of June 30, 2015.

## Office of the General Manager continued

### FY 2015 Accomplishments continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Received delivery of 30 new CNG replacement buses, which went into service in April 2015.
- Achieved 13,424 miles between road calls for rail and 11,550 miles between road calls for bus.
- Achieved on-time reliability rate of 79.2% for bus and 98.3% for rail.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Closed eighteen inquiries and complaints vetted through the EEO office.
- Provided information to prevent discriminatory practices through EEO Training (Discrimination Prevention & CA Mandated AB1825) and the distribution of RT's Professional Conduct Policy and Non-Discrimination Policy.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Achieved employee unscheduled absence rate of 8.49%.
- Completed labor negotiations with AFSCME and AEA, and implemented changes for the MCEG group.
- Completed the first phase of the new Manager/Supervisor training program and implemented an ongoing training program. Staff is currently updating the performance evaluation program.
- Completed FTA Approval Process for RT's FY 2015-17 EEO/AAP.
- Recruited 56 new hires for FY 2015.
- Participated in AAP creation, ensuring classifications were appropriately identified in the AAP job groups.
- Worked collaboratively with IT department to install equipment in HR Conference room to allow FaceTime and Skype interviewing.
- Prepared RFP process for DOT Examination service provider for both pre-employment and recertification programs.
- Successfully completed recruitment for RT's Chief Counsel without the assistance of an outside agency, saving the District more than \$75,000.

## Office of the General Manager continued

### FY 2015 Accomplishments continued

- Trained approximately 160 managers in 8 different courses, ensuring that they have the tools necessary to manage employees more effectively.
- Recertified 65 RT managers and supervisors in Discrimination/Bullying Prevention training as required by CA State Law AB1825. Trained 56 new hires and 135 operators in Discrimination/Sexual Harassment Prevention
- Developed a wellness program, “Regional Transfit,” which encourages employees to begin taking action toward healthier living.
- Implemented a new FSA vendor, saving the District money and ensuring the employee’s claims are processed in accordance with Plan documents and IRS regulations.
- Completed the CalPERS Dependent Verification Project.
- Initiated in-house COBRA Administration.
- Hired the District’s first Pension and Retiree Services Administrator, ensuring that the 850 retirees have a single contact for all issues.
- Implemented employee contributions (ATU, IBEW and AFSCME A/T) and re-implemented PEPRA for AEA, MCEG and AFSCME Supervisors.
- Developed and implemented By-laws for the Retirement Board.
- Successfully completed the OPEB liability study.
- Developed 457b Committee and updated fund lineup.
- Implemented 457b Fiduciary insurance policy.
- Implemented negotiated pension changes and certain PEPRA provisions, including employee contributions, distribution of employee contributions and appropriate 1099R Reporting, and development of beneficiary designation form for EE contributions.
- Completed Transparent CA Reporting for calendar year 2014.
- Submitted State Controller’s Report for calendar year 2014.

### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Supported the Sacramento Transportation Authority’s public education program.
- Continued to advocate with the California Transit Association (CTA); the General Manager/CEO serves as Vice-Chair of CTA and works closely in their advocacy efforts.

## Office of the General Manager continued

### FY 2016 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Achieve a farebox recovery ratio of at least 21.2% for all of FY16.
- Resolve the 13(c) dispute between the Federal Department of Labor and the State of California allowing federal transit dollars to be fully available.
- Adopt Fiscal Responsibility policies to improve RT's financial position.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Implement a free mobile ticketing program through a six month pilot by January 2016.
- Implement the Connect Card electronic fare program.
- Continue to enhance RT's Passenger Security program. Maintain RT's fare inspection rate at a minimum of 15% with the goal of increasing it to 20% by June 2016. Achieve number of crimes reported per thousand customers of .01 or less.
- Meet or exceed an average of 12,000 miles between road calls for rail and an average of 9,500 miles between road calls for bus.
- Achieve an on-time reliability rate of 80% or better for bus and 98% or better for light rail.
- Complete midlife overhaul of the first nine UTDC rail cars by September 2015.
- Continue to wrap the Siemens light rail vehicles to enhance and upgrade their appearance. Execute an agreement with the Arts and Business Council to wrap five LRV in art by June 2016.
- Take delivery of an additional 30 new CNG replacement buses with new fareboxes and place them into service by June 2016, bringing RT's new bus delivery to 60.
- Improve the bus stops with the new shelter and bench contract. Implement a bus shelter rehabilitation program and complete that program by December 2016. Also, continue to enhance the appearance of Light Rail stations and the Rail Right-of-Way through partnership agreements.



## Office of the General Manager continued

### FY 2016 Goals continued

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Effectively conduct daily Equal Employment Opportunity Outreach by circulating among worksites to increase accessibility and monitoring worksite common areas to ensure the presence of appropriate EEO posters, policies & notifications.
- Continuously strive to ensure that all work completed is within Federal, State laws and within District contracts and policies.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Achieve employee unscheduled absence rate of 7.5% or less.
- Disseminate information designed to prevent discriminatory practices through EEO Training (Discrimination Prevention & CA Mandated AB1825), distributing RT's Professional Conduct Policy and Non-Discrimination Policy, and posting EEO related information and discrimination complaint process information at worksites.
- Identify facilitator and implement the culture initiative program associated with the efficiency audit/ESP opening, ensuring that the efforts are completed by Q4 and rolled out to employees no later than end of FY16.
- Continue to provide enrollment and tracking assistance on all training programs, including AB1825 training and other Departmental specific trainings.
- Continue to participate in all benchmarking opportunities, ensuring RT receives informal information regarding both classification and compensation practices of partner transit agencies.
- Implement various changes to the 457 plan including new investment categories, new plan document, and various process improvements. Negotiate new contract with MassMutual.
- Successfully complete RFP for the Pension Actuary and Attorneys.
- Develop various policies/SOPs including: Background Checks, Workplace Violence, FMLA/CRFA, ADA/Reasonable Accommodation. Revamp existing policies for Telecommuting, Alternate Work Schedule and Core Hours.
- Complete Transparent CA Reporting for calendar year 2015.
- Complete State Controller's Report for calendar year 2015.

## Office of the General Manager continued

### FY 2016 Goals continued

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Continue further design and environmental work on the Green Line to the Airport. Complete the environmental clearance for improvements to Sacramento Valley Station by December 2015 and secure the necessary funding to complete final design and initiate construction by June 2016. Secure grant funding to proceed with a final EIR/EIS and final design for an extension from Township Nine to Truxel Rd. and I-80 by December 2015.
- Complete the environmental clearance for the new Dos Rios Light Rail station by June 2016 and continue to pursue funding for design and construction in partnership with SHRA and the City of Sacramento. Complete the environmental clearance for a new Horn Rd. Light Rail station by December 2015. In partnership with the City of Rancho Cordova pursue funding for final design and construction of the new Horn Rd. station.
- Work with the Downtown/Riverfront Streetcar partners to deliver the starter line Streetcar. Award the design contract by October 2015 and complete design by July 2016. Release vehicle acquisition specifications by September 2015. Lead efforts on behalf of the project partners to secure a Federal Transit Administration (FTA) Small Starts grant funding by April 2016.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Achieve projected ridership of 27.8 million.
- Enhance passenger communication and availability of customer information.
- Install and implement an audio version of the digital sign system for the vision-impaired by June 2016. Initiate a real-time next train arrival and passenger messaging system by December 2015.
- Complete the 4.3 mile Blue Line extension to Cosumnes River College by September 2015.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Continue to pursue a public education campaign with the Sacramento Transportation Authority regarding the existing Measure A funding program and evaluate a possible 2016 ballot measure to increase local funding to expand transit in Sacramento County and support a “Fix it First” program of projects.

## Office of the General Manager continued

### FY 2016 Goals continued

- Work with the California Transit Association (CTA) and other transportation advocates to maximize available funding for transit improvements and service from California's new Cap and Trade revenue.





## Office of the General Manager continued

### Performance Measures/Statistics

#### Strategic Plan Goal #1: Ensure Financial Stability

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015 Amount	Percent
<b>Efficiencies Measures</b>								
Cost Per Passenger								
Bus	\$ 4.94	\$ 5.26	\$ 5.42	\$ 5.46	\$ 5.74	\$ 5.86	\$ 0.12	2.1%
Rail	\$ 3.43	\$ 3.43	\$ 3.65	\$ 4.03	\$ 4.31	\$ 4.32	\$ 0.01	0.2%
Cost Per Revenue Mile								
Bus	\$ 12.10	\$ 12.28	\$ 12.36	\$ 13.06	\$ 12.91	\$ 13.26	\$ 0.35	2.7%
Rail	\$ 11.41	\$ 12.13	\$ 12.36	\$ 13.68	\$ 14.01	\$ 13.86	\$ (0.15)	(1.1%)
Cost Per Revenue Hour								
Bus	\$ 134.92	\$ 136.37	\$ 136.29	\$ 141.88	\$ 141.41	\$ 145.69	\$ 4.28	3.0%
Rail	\$ 222.80	\$ 234.24	\$ 218.33	\$ 244.11	\$ 252.79	\$ 249.36	\$ 8.68	3.6%
Subsidy Per Passenger	\$ 3.08	\$ 3.56	\$ 3.68	\$ 3.74	\$ 4.05	\$ 4.14	\$ 0.09	2.2%
<b>Effectiveness Measures</b>								
Farebox Recovery Ratio	26.1%	25.1%	24.1%	21.9%	21.3%	21.2%	\$ (0.00)	(0.5%)

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015 Amount	Percent
<b>Effectiveness Measures</b>								
Total Ridership								
Bus	13,617,462	13,126,207	13,490,564	14,365,941	13,706,732	13,790,000	83,268	0.6%
Rail	12,543,866	13,627,808	13,785,510	13,499,150	12,061,741	13,980,000	1,918,259	15.9%
Total	26,161,328	26,754,015	27,276,074	27,865,091	25,768,473	27,770,000	2,001,527	7.8%
Average Weekday Ridership								
Bus	43,294	45,909	47,224	50,185	49,547	47,908	(1,639)	(3.3%)
Rail	47,736	46,955	47,408	46,009	41,350	47,533	6,183	15.0%
Total	91,030	92,864	94,632	96,194	90,897	95,441	4,544	5.0%
Passengers Per Mile								
Bus	2.45	2.33	2.28	2.39	2.25	2.26	0	0.4%
Rail	3.33	3.54	3.39	3.39	3.25	3.21	(0)	(1.2%)

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015 Amount	Percent
<b>Quality Measures</b>								
Employee Availability Days								
ATU All	207	208	210	206	202	205	3.00	1.5%
IBEW	225	222	222	216	220	225	5.39	2.5%
AEA	232	233	233	229	222	230	8.28	3.7%
AFSCME - Supervisor	229	222	221	223	221	225	3.96	1.8%
AFSCME - Admin Tech			233	229	225	225	(0.22)	(0.1%)
MCEG	234	231	229	227	228	235	7.17	3.1%
<b>Recruitment Measures</b>								
Positions Filled/Recalled								
Operators	32	37	51	56	25	71		
Support - Maintenance & Facilities	10	8	20	25	18	54		
Support - Other	9	15	32	22	13	21		
Total	51	60	103	103	56	146		



## Office of the General Manager continued

### Expenses

#### By Expense Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,315,086	\$ 2,360,097	\$ 2,364,109	\$ 2,483,934	\$ 2,410,590	\$ (73,344)	(3.0%)
Professional Services	309,070	349,948	281,571	391,560	250,500	(141,060)	(36.0%)
Materials & Supplies	9,661	13,292	9,051	11,936	9,000	(2,936)	(24.6%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	103,707	105,500	105,638	337,239	352,200	14,961	4.4%
<b>Total</b>	<b>\$ 2,737,524</b>	<b>\$ 2,828,837</b>	<b>\$ 2,760,369</b>	<b>\$ 3,224,668</b>	<b>\$ 3,022,290</b>	<b>\$ (202,378)</b>	<b>(6.3%)</b>

#### By Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager	\$ 604,960	\$ 482,201	\$ 457,463	\$ 682,172	\$ 699,723	\$ 17,551	2.6%
Equal Employment	130,221	136,528	148,784	97,612	160,064	62,452	64.0%
Board of Directors	43,825	46,813	50,425	47,149	199,948	152,799	324.1%
Quality Assurance	-	-	-	-	-	-	0.0%
Chief Admin Officer	439,627	535,354	473,374	496,280	-	(496,280)	0.0%
Human Resources	1,517,461	1,619,261	1,624,367	1,673,020	1,912,555	239,535	14.3%
Training	1,430	8,681	5,955	228,435	50,000	(178,435)	(78.1%)
<b>Total</b>	<b>\$ 2,737,524</b>	<b>\$ 2,828,837</b>	<b>\$ 2,760,369</b>	<b>\$ 3,224,668</b>	<b>\$ 3,022,290</b>	<b>\$ (202,378)</b>	<b>(6.3%)</b>

#### Positions

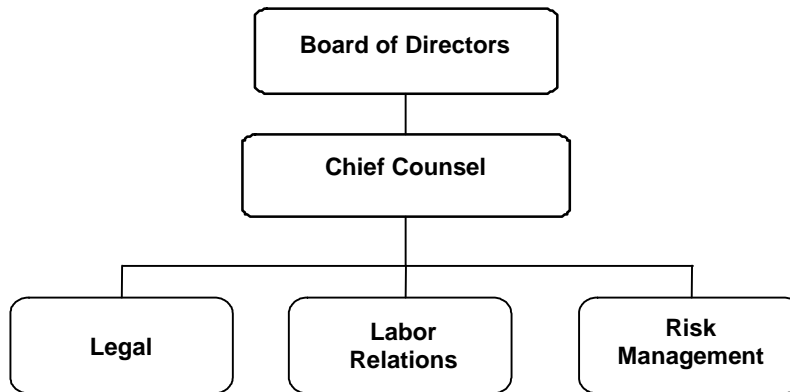
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager	2	2	2	2	2	0	0.0%
Equal Employment	1	1	1	1	1	0	0.0%
Board of Directors	0	0	0	0	1	1	0.0%
Quality Assurance	0	1	1	1	0	-1	(100.0%)
Chief Admin Officer	3	3	3	3	0	-3	(100.0%)
Human Resources	10	13	13	14	13	-1	(7.1%)
Training	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>17</b>	<b>-4</b>	<b>(19.0%)</b>

- <sup>1</sup> Transfer 1 Clerk to the Board from Admin Division
- <sup>2</sup> Unfund 1 Compliance and Quality Assurance Auditor
- <sup>3</sup> Unfund 1 Chief Administrative Officer,  
Transfer 1 Clerk to the Board to Board of Directors  
Transfer 1 Sr. Administrative Assistant to Chief of Facilities
- <sup>4</sup> Unfund 1 Administrative Assistant II



## Office of the Chief Counsel

This division represents RT in all legal matters and provides legal advice to the Board of Directors, General Manager, and RT staff.



- The Chief Counsel guides and directs the division.
- Legal staff prepares ordinances, contracts, policies, and other administrative documents; provides advisory services to staff and management; represents RT in court and administrative legal proceedings; and oversees litigation assigned to outside counsel.
- Labor Relations advises, trains, and represents RT in employee collective bargaining, grievances, arbitration and contract administration; administers RT's drug and alcohol testing and rehabilitation program; and administers RT's employee awards and recognition program.
- Risk Management manages RT's workers' compensation, light duty, and self-administered general liability programs; directs the activities of the insurance broker to place and service RT's excess insurance; administers the Owner Controlled Insurance Program (OCIP) for the South Line Phase II project; sets and monitors insurance requirements for contractors performing work on behalf of RT; prepares Osha 300 and OSIP annual reporting; and works with Training, Safety and other departments to identify hazards and analyze trending in an attempt to reduce accident, injury and illness claims against the District.

### FY 2015 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Continued as one of the lead agencies prosecuting a civil action against the U.S. Department of Labor to secure federal funding for California Transit Agencies in a dispute arising out of the State's pension reform efforts.

## Office of the Chief Counsel continued

### FY 2015 Accomplishments continued

- Effective litigation defense resulted in case resolutions well below claimant demands and corresponding reserves.
- Provided critical legal support toward obtaining RT's Line of Credit.
- Drafted 3 legislative bills, AB 422 (agency borrowing), AB 738 (annexation), and AB 869 (administrative adjudication of citations).
- Achieved internal cost savings of approximately \$400,000.
- Established a trust for each RT pension plan to protect pension assets.
- Completed negotiations with AFSCME Supervisors and Administrative Employee's Association, implementing 4 year CBAs.
- Standardized and update settlement agreement language for grievances to reflect best practices.
- Established a 5 year contract with a service award vendor – the first contract of its kind at RT since the 1980s.
- Successfully managed the Owner Controlled Insurance Program, with only 17 claims made (10 workers' compensation and 7 general liability claims) and total payment of \$34,982.47, which is well below the Insurer's loss projection for claims.
- Received actuarial analysis of our liability program, which resulted in a substantial reduction in the overall claim reserves of approximately \$1.5 million.
- Completed annual audits of the General Liability and Workers' Compensation claims programs, with very positive findings.
- Released RFP for Workers' Compensation Third Party Administrator and selected Intercare Holdings.
- Received insurance recovery for a copper theft at BMF2 in the amount of \$638,059.12.
- Undertook a comprehensive re-examination of RT's entire portfolio of insurance and risk.

### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Drafted and achieved Board adoption of a new Prohibited Acts Ordinance.
- Developed a Paid Fare Zone pilot program for RT light rail stations.

## Office of the Chief Counsel continued

### FY 2015 Accomplishments continued

- Effectively worked with appropriate departments to identify dangerous conditions, hazards and reduce accident, injury and illness claims against RT. This is demonstrated by a 2.75% decrease in Workers' Compensation claims and a 3% decrease in General Liability claims filed.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Completed Document Retention Schedule.
- Handled and closed nearly 100 Public Records Act requests.
- Annual audits performed of the General Liability and Workers' Compensation claims programs were conducted by Farley and associates with very positive findings. Additionally, the excess general liability insurance carrier performed an audit of the self-administered program this year and stated they were "impressed" with how well the litigated claims were handled and our overall claims handling.
- Completed CHP and CPUC Triennial audits without findings in RT's administration of the Drug & Alcohol Rehabilitation program.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Successfully implemented Law Clerk program.
- Completed substance abuse awareness training for new hires.
- Completed drug and alcohol supervisor training for new safety sensitive supervisors.

### FY 2016 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Seek passage of two RT-drafted legislative bills, AB 422 (agency borrowing) and AB 738 (annexation).
- Conduct review of all RT policies for determination of those should be retained and those that should be repealed.
- Create a comprehensive ITB for the solicitation of safety awards. The contract award will cover the next 3 years.

## Office of the Chief Counsel continued

### FY 2016 Goals continued

- Standardize and update Labor Relations records management systems reflect best practices.
- Create progressive discipline and grievance response letter templates to comply with best practices.
- Create quick reference cards for departments to use in understanding the grievance process flow and timelines.
- Begin the close out process of the owner controlled insurance program (OCIP) related to the South Line Extension.
- Pursuant to contract with UP, RT must carry \$200,000,000 excess liability coverage. We are in the process of developing an aggressive marketing plan that will explore all options that can be employed to structure liability program in a way that minimizes the impact the UPRR contract has on total cost of the excess liability insurance program.
- Work with IT to have access to Occularis and Fleet video systems in an attempt to capture incidents and alleged incidents which result in workers' compensation and general liability claims.
- Invite our Workers' Compensation professionals, including adjusters, doctors and attorneys to an onsite training session with operations supervisors. Training will involve a tour of LRV and bus maintenance facilities as well as onboard experience of operating buses and LRVs. This will enable better understanding of our operations and the environment our employees are working in.
- Transition the general liability claims to a paperless program.

### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Pursue Board adoption of new Title XII rules of conduct.
- Implement Fare Paid Zone pilot program.

### Strategic Plan Goal #3: Operate in an Ethical Manner

- Complete Document Management Policy.
- Pursue Board adoption of Workplace Conduct and Workplace Non-Discrimination policies.

## Office of the Chief Counsel continued

### FY 2016 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Develop and provide supervisory training regarding administration of progressive discipline and employee grievances.
- Negotiate and implement attendance rules and procedures for all RT employees.
- Collaborate with the IBEW to make the Positive Discipline “Fact-Finding” process more efficient and effective.
- Provide training for supervisors and managers on the law and regulations as it relates to their responsibilities in assisting employees with work related illness and injuries.

#### Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region

- Play key role in implementation of RT’s arena service plan.







## Chief Legal Counsel continued

### Performance Measures/Statistics

Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

<b>Employee Recognition Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Budget</b>
<i>Service Awards Eligibility</i>						
<i>By Years of Service - All Employee Groups</i>						
5 years	21	11	14	10	12	0
10 years	17	14	19	25	22	12
15 years	6	6	13	14	19	17
20 years	5	2	1	3	3	10
25 years	1	21	11	13	15	13
30 years	2	1	0	4	1	4
35 years	1	0	5	3	0	3
40 years				1	0	1
<i>Safety Awards Eligibility</i>						
<i>By Years of Award</i>						
01 - 09 years	299	215	211	217	256	260
10 - 19 years	106	115	119	121	152	179
20 - 29 years	39	38	34	28	38	37
30 - 39 years	9	6	6	5	6	9

<b>Claim/Case Load Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Budget</b>
<i>Workers Compensation Claims</i>						
Open	138	147	148	140	141	145
Close	154	123	127	134	164	122
Litigated	14	7	17	12	8	22
Pending					329	330
<i>General Liability Claims</i>						
Open	252	190	258	236	231	292
Close	251	220	256	266	179	306
Litigated	32	19	22	14	22	25
Pending					167	175
<i>Property Recovery Claims</i>						
Open	59	78	83	84	93	90
Close	84	67	63	75	98	95
Pending					42	45
<i>Recoveries</i>	\$ 372,193	\$ 180,907	\$ 981,517	\$ 238,401	\$ 117,172	\$ 150,000
<i>Insurance Renewals</i>	\$ 2,428,526	\$ 2,315,949	\$ 2,334,462	\$ 2,885,710	\$ 2,839,938	\$ 2,927,014



## Office of the Chief Counsel continued

### Expenses

#### By Expense Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 1,980,854	\$ 2,167,118	\$ 2,557,343	\$ 2,505,646	\$ 2,705,672	\$ 200,026	8.0%
Professional Services	623,018	702,734	696,896	743,697	845,750	102,053	13.7%
Materials & Supplies	53,229	61,047	62,443	51,642	59,000	7,358	14.2%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	6,568,780	8,065,076	8,358,108	7,907,570	9,778,687	1,871,117	23.7%
Other	35,582	36,163	46,403	24,625	56,345	31,720	128.8%
<b>Total</b>	<b>\$ 9,261,463</b>	<b>\$ 11,032,138</b>	<b>\$ 11,721,193</b>	<b>\$ 11,233,180</b>	<b>\$ 13,445,454</b>	<b>\$ 2,212,274</b>	<b>19.7%</b>

#### By Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Counsel	\$ 1,301,628	\$ 1,423,894	\$ 1,737,441	\$ 1,567,335	\$ 1,722,161	\$ 154,826	9.9%
Employee Relations	431,691	483,173	515,589	583,786	659,499	75,713	13.0%
Risk Management	7,528,143	9,125,071	9,468,163	9,082,059	11,063,794	1,981,735	21.8%
<b>Total</b>	<b>\$ 9,261,463</b>	<b>\$ 11,032,138</b>	<b>\$ 11,721,193</b>	<b>\$ 11,233,180</b>	<b>\$ 13,445,454</b>	<b>\$ 2,212,274</b>	<b>19.7%</b>

#### Positions

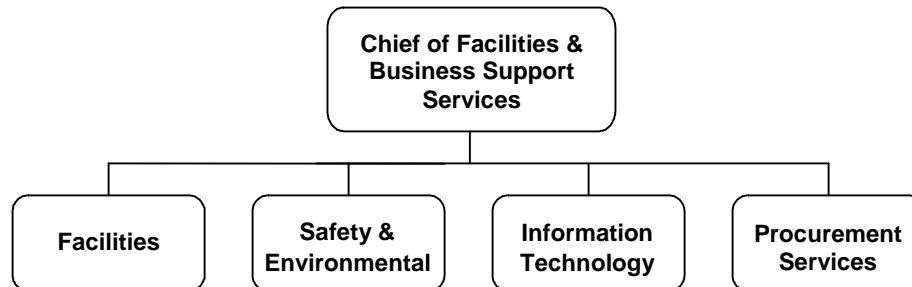
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Counsel	10	10	10	10	9 <sup>1</sup>	-1	(10.0%)
Employee Relations	3	3	5	5	4 <sup>2</sup>	-1	(20.0%)
Risk Management	4	5	5	5	5	0	0.0%
<b>Total</b>	<b>17</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>18</b>	<b>-2</b>	<b>(10.0%)</b>

<sup>1</sup> Add 1 Deputy Chief Counsel  
Unfund 2 Senior Attorneys

<sup>2</sup> Unfund 1 Administrative Assistant II

## Facilities & Business Support Services

This division maintains all RT stations, stops, and facilities.



- The Chief of Facilities and Business Support Services guides and directs the division.
- Facilities Maintenance maintains all facilities and equipment in a state of good repair. Manages all real property for the district.
- Safety & Environmental develops and maintains loss prevention and health practices to reduce errors and hazards.
- Information Technology develops, installs, and implements computer systems and applications.
- Procurement (Central Procurement) acquires goods, services, and assets.

### FY 2015 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Begin to market excess property. Structured an agreement for the sale of property, Cemo Circle, and began to market other properties approved by the board for sale.
- Sold our first year's California carbon credits (LCFS) for \$257,000.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Expanded the use of RT's fueling system by other agencies.
- Awarded and executed a new bus bench and shelter contract, which will modernize and improve our bench and shelter maintenance program.
- Improved bicycle access and coordination with our bus and rail systems.
- Completed the implementation for the new no-smoking policy at light rail stations.

## Facilities & Business Support Services continued

### FY 2015 Accomplishments continued

- Completed the fiber system with the run from RT Metro to Globe light rail station.
- Purchased a bucket truck to enhance the responsiveness time and ability to independently maintain station lighting.
- Transitioned to renewable bio-gas for the CNG bus fleet. The switch took place in May of 2015.
- Completed implementation of the OPS module in Trapeze.
- Registered to earn Federal carbon credits (RINS) beginning in May 2015. RT was the first transit system in the country to successfully register and earn RINS.

### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Began to relocate Evergreen facility and staff to BMF2 at McClellan Park. Work in process, with final move in 2016.

### FY 2016 Goals

### Strategic Plan Goal #1: Ensure Financial Stability

- Reevaluate and modify staffing allocation plan and work assignments to provide the most efficient implementation of the Maintenance Plan.
- Work to develop an asset replacement plan with a focus on major assets such as the original Bus Maintenance Facility compressed natural gas fueling station.
- Expand the two carbon credit programs.
- Extend the Bio-Gas program when phase 1 expires.
- Contract for Real Estate Broker Services.
- Complete sale of Surplus Vehicles.

### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Develop a comprehensive Maintenance Plan that identifies frequency of services for all District assets compliant with 2015 Federal Transit Administration review requirements.
- Elevate focus on Maintenance Plan elements to improve public perception of cleanliness of light rail stations and bus stops.

## **Facilities & Business Support Services continued**

### **FY 2016 Goals continued**

- Update the RT facility security system. Funded and scheduled for completion by the end of February 2016.
- Continue construction on the Bus Maintenance Facility at McClellan Park as funding permits. Outfit the facility for maintenance of 35 buses.
- Begin construction RT's Emergency Control Center, which will be outfitted with back up control and back up computer systems.

### Strategic Plan Goal #3: Operate in an Ethical Manner

- Educate staff on RT's gift policy to ensure that no violations ensue.
- Continue to work with Procurement and Legal staff to update and improve services and contractor solicitation documents.

### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Provide ongoing leadership and management training opportunities for staff.
- Continue to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- Evaluate opportunities to promote staff as professional development and experience dictate.
- Relocate Facilities Staff out of the Evergreen Street facility to McClellan Bus Maintenance Facility.

### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Work to improve efficiency of routine cleaning program for light rail stations through the implementation of the Maintenance Plan, thereby reducing the need to be reactionary to address customer complaints.
- Complete the installation of ticket machines and tap devices for the new regional Connect Card project.
- Deploy mobile reporting application. Vendor selection and award is expected by the end of October with deployment by the end of the year.



## Facilities & Business Support Services continued

### FY 2016 Goals continued

- Install and implement audio version of the digital sign system for the vision impaired. The technology and design approach are nearly complete with purchase and installation of the equipment beginning in winter 2015-2016.
- Install Wi-Fi on a portion of the rail fleet.

### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Work with bargaining units to provide mutually beneficial work rule changes as appropriate.





## Facilities & Business Support Services continued

### Expenses

#### By Expense Category

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Salaries & Benefits	\$ 6,849,236	\$ 7,528,699	\$ 8,719,005	\$ 8,948,299	\$ 8,820,762	\$ (127,537)	(1.4%)
Professional Services	1,319,141	1,477,915	1,435,391	1,638,631	1,625,894	(12,737)	(0.8%)
Materials & Supplies	343,639	375,538	410,304	467,621	400,500	(67,121)	(14.4%)
Utilities	1,535,427	1,457,921	1,677,757	1,539,645	1,507,900	(31,745)	(2.1%)
Insurance & Liability	(4,851)	(4,130)	(9,654)	-	-	-	0.0%
Other	850,312	720,307	710,524	706,254	717,315	11,061	1.6%
<b>Total</b>	<b>\$ 10,892,904</b>	<b>\$ 11,556,250</b>	<b>\$ 12,943,327</b>	<b>\$ 13,300,450</b>	<b>\$ 13,072,371</b>	<b>\$ (228,079)</b>	<b>(1.7%)</b>

#### By Department

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Chief of Facilities	\$ 151,147	\$ 153,819	\$ 186,561	\$ 193,357	\$ 303,281	\$ 109,924	56.9%
Facilities Maintenance	6,304,898	6,191,985	6,792,404	6,902,335	6,703,688	(198,647)	(2.9%)
Safety	547,077	586,441	629,671	639,242	633,096	(6,146)	(1.0%)
Information Technology	1,552,910	2,154,037	2,522,711	2,480,490	2,475,174	(5,316)	(0.2%)
Procurement	2,336,871	2,469,967	2,811,979	3,085,027	2,957,132	(127,895)	(4.1%)
<b>Total</b>	<b>\$ 10,892,904</b>	<b>\$ 11,556,250</b>	<b>\$ 12,943,327</b>	<b>\$ 13,300,450</b>	<b>\$ 13,072,371</b>	<b>\$ (228,079)</b>	<b>(1.7%)</b>

#### Positions

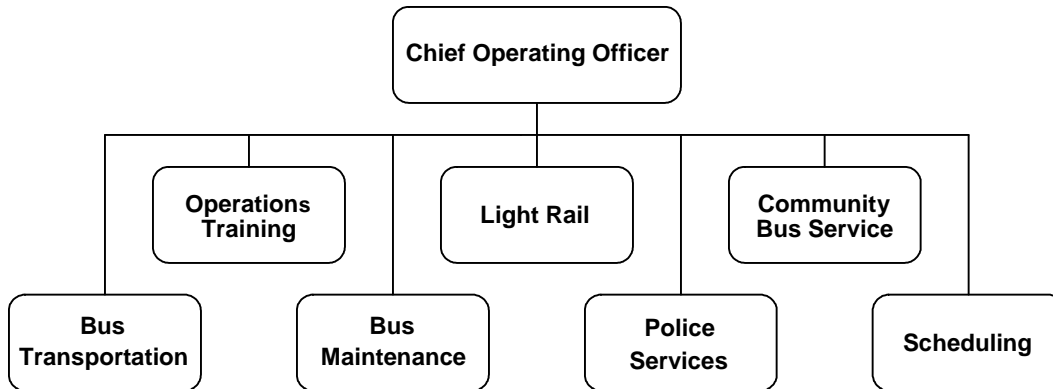
	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Chief of Facilities	1	1	1	1	2	<sup>1</sup> 1	100.0%
Facilities Maintenance	34	37	40	39	37	<sup>2</sup> -2	(5.1%)
Safety	4	4	4	4	4	0	0.0%
Information Technology	11	15	16	16	16	0	0.0%
Procurement	24	25	26	26	26	0	0.0%
<b>Total</b>	<b>74</b>	<b>82</b>	<b>87</b>	<b>86</b>	<b>85</b>	<b>-1</b>	<b>(1.2%)</b>

<sup>1</sup> Transfer 1 Sr. Administrative Assistant from Admin Division

<sup>2</sup> Unfund 1 Facilities and Grounds Worker I and 1 Facilities Maintenance Mechanic

## Operations

This division operates RT's bus and light rail services.



- The Chief Operating Officer guides and directs the division.
- Bus Transportation dispatches and supervises daily bus service.
- Operations Training provides all operator training.
- Bus Maintenance maintains and repairs the bus fleet, including Neighborhood Ride buses.
- Light Rail dispatches and supervises daily light rail service, and maintains and repairs the light rail vehicle fleet and rail infrastructure.
- Police Services provides security for all operations, employees, and riders.
- Community Bus Service dispatches neighborhood bus service and schedules route deviation requests.
- Scheduling plans and maintains bus, rail, and Neighborhood Ride schedules, and operator work shifts.

### FY 2015 Accomplishments

Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Continued to actively manage the operations of the system in a time of modest recovery.
- Tracked and reported the Completion of Scheduled Service to achieve a basic service reliability goal of 99.90%.

## Operations continued

### FY 2015 Accomplishments continued

- Continued to achieve a high level of service reliability through effective maintenance programs, by exceeding RT's goals with respect to miles between mechanical failures for both Bus and Rail, and through RT's on-time performance indicator for both bus and rail.
- Continued to develop, operate and enhance contracted and innovative transportation services through the Community Bus Service Division.
- Continued to implement the Trapeze OPS software package.
- Tracked and recorded felony crimes against person and property, total misdemeanor crimes, total auto thefts, total RT citations, total passengers inspected, total passengers inspected, total violations, and total RT citations.
- Continued to represent RTPS in local safety fairs for emergency preparedness and personal safety.

### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Maintained Operator staffing levels by balancing attrition and service expansion with recruitment and training.
- Managed attrition in all maintenance areas through the timely recruitment and training of mechanics and service personnel.
- Continued to enhance Emergency Preparedness Plan to assure Transportation response to short-term emergencies, including conducting an annual training exercise.
- Continued to manage employee attendance; working on continual improvement in employee availability.
- Continued and completed the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.

### FY 2016 Goals

### Strategic Plan Goal #1: Ensure Financial Stability

- Continue to actively manage the operations of the system in a time of modest recovery. This includes controlling the availability and use of overtime, and exploring initiatives to reduce the cost of the District's routine business practices.

## Operations continued

### FY 2016 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Maintain Operator staffing levels by balancing attrition and service expansion with recruitment and training.
- Manage attrition in all maintenance areas through the timely recruitment and training of mechanics and service personnel.
- Continue to enhance Emergency Preparedness Plan to assure Transportation response to short-term emergencies, including conducting an annual training exercise.
- Continue to manage employee attendance; working on continual improvement in employee availability.
- Continue and complete the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Implement revenue service on the Blue Line extension to CRC in September 2015.
- Implement expanded service to the CordoVan shuttle in Rancho Cordova per the existing service contract.
- Complete the project to overhaul the UTDC light rail vehicles and place them into revenue service. This both adds capacity to RT's light rail system and provides spare vehicles for an increased level of preventative maintenance.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Continue to work with RT's lobbyists to explore, develop and propose legislative solutions to safety and security concerns.
- Continue to work with RT staff and regional partners to address safety and security concerns.





## Operations continued

### Performance Measures/Statistics

*Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015 Amount Percent	
<b>Reliability Measures</b>								
On-Time Performance								
Bus	86.2%	85.3%	83.3%	81.2%	79.2% <sup>▲</sup>	80.0%	0.8%	
On-Time Departures								
Rail	97.8%	96.2%	97.1%	96.7%	98.3%	97.0%	(1.3%)	
Completed Trips								
Bus	99.8%	99.9%	99.9%	99.8%	99.8%	99.8%	0.0%	
Rail	99.8%	99.9%	99.9%	99.6%	99.7%	99.8%	0.1%	
Miles Between Service Calls								
Bus	11,149	10,850	10,931	9,368	11,550 <sup>▲</sup>	9,500	(2,050)	(17.7%)
Rail	24,868	26,617	19,512	8,878	13,424 <sup>▲</sup>	12,000	(1,424)	(10.6%)
<b>Quality Measures</b>								
Accidents Per 100,000 Miles								
Bus	0.9	1.0	0.6	0.2	0.4 <sup>▲</sup>	1.2	0.76	172.7%
Rail	0.7	1.3	1.1	1.5	1.3	2.2	0.93	73.2%
Crimes Committed Per Million Passengers	18.4	18.7	8.0	9.5	9.7 <sup>▲</sup>	20.0	10.30	106.2%
Percent of passengers inspected	10.55%	12.30%	12.00%	9.51%	14.33% <sup>▲</sup>	12.00%	-2.33%	(16.3%)
Cited passengers without proper fare	15,236	22,183	22,000	22,637	17,399 <sup>▲</sup>	22,500	5,101.00	29.3%
Light Rail Fare evasion	0.89%	1.42%	1.20%	1.60%	0.95%	1.50%	0.55%	57.9%

*Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015 Amount Percent	
<b>Quality Measures</b>								
Employee Availability Days <sup>1</sup>								
ATU operators	206.00	208.58	210.28	205.82	201.95 <sup>▲</sup>	209.00	7.05	3.5%
Lost Time Injuries Per 100 Employees	0.67	0.79	0.8	0.8	0.7 <sup>▲</sup>	0.8	0.02	2.7%



## Operations continued

### Expenses

#### By Expense Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 64,318,664	\$ 68,478,785	\$ 72,774,866	\$ 74,772,301	\$ 81,179,456	\$ 6,407,155	8.6%
Professional Services	7,007,534	7,814,059	9,283,822	9,471,523	10,344,128	872,605	9.2%
Materials & Supplies	8,407,002	9,007,536	9,588,892	7,772,443	9,418,723	1,646,280	21.2%
Utilities	4,051,639	4,180,760	3,968,030	4,275,919	4,926,500	650,582	15.2%
Insurance & Liability	(210,433)	(151,261)	(5,388)	(1,574)	-	1,574	(100.0%)
Other	262,886	273,723	313,946	179,630	197,150	17,520	9.8%
<b>Total</b>	<b>\$ 83,837,292</b>	<b>\$ 89,603,603</b>	<b>\$ 95,924,169</b>	<b>\$ 96,470,242</b>	<b>\$ 106,065,957</b>	<b>\$ 9,595,715</b>	<b>9.9%</b>

#### By Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Operating Officer	\$ 520,683	\$ 568,554	\$ 573,816	\$ 618,073	\$ 554,692	\$ (63,381)	(10.3%)
Bus Transportation	32,690,689	34,524,008	36,739,786	38,051,896	39,994,443	1,942,547	5.1%
Operations Training	454,128	927,959	1,035,517	724,195	1,275,114	550,919	76.1%
Bus Maintenance	14,028,537	14,549,084	15,616,273	14,147,057	15,853,304	1,706,247	12.1%
Light Rail	26,509,727	28,396,795	29,756,668	30,286,762	34,653,112	4,366,350	14.4%
Police Services	7,170,234	7,983,236	9,355,488	9,629,086	10,528,812	899,726	9.3%
Community Bus Service	1,959,342	2,215,758	2,285,215	2,393,131	2,597,981	204,850	8.6%
Scheduling	503,952	438,209	561,407	620,041	608,499	(11,542)	(1.9%)
<b>Total</b>	<b>\$ 83,837,292</b>	<b>\$ 89,603,603</b>	<b>\$ 95,924,169</b>	<b>\$ 96,470,242</b>	<b>\$ 106,065,957</b>	<b>\$ 9,595,715</b>	<b>9.9%</b>

#### Positions

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Operating Officer	3	3	3	3	3	0	0.0%
Bus Transportation	379	393	393	383	392	1	2.3%
Operations Training	3	14	14	14	14	0	0.0%
Bus Maintenance	101	102	102	102	94	-8	(7.8%)
Light Rail	192	205	218	236	237	1	0.4%
Police Services	19	21	16	15	16	1	6.7%
Community Bus Service	19	33	33	33	32	-1	(3.0%)
Scheduling	4	4	4	4	4	0	0.0%
<b>Total</b>	<b>720</b>	<b>775</b>	<b>783</b>	<b>790</b>	<b>792</b>	<b>2</b>	<b>0.3%</b>

<sup>1</sup> Fund 10 Bus Operators (unfunded in FY 2015)  
Unfund 1 Transportation Supervisor

<sup>2</sup> Convert 1 Mechanic A Body/Fender to 1 Electronic Mechanic  
Unfund 2 Bus Service Worker, 1 Mechanic A, 3 Mechanic B, 2 Mechanic C

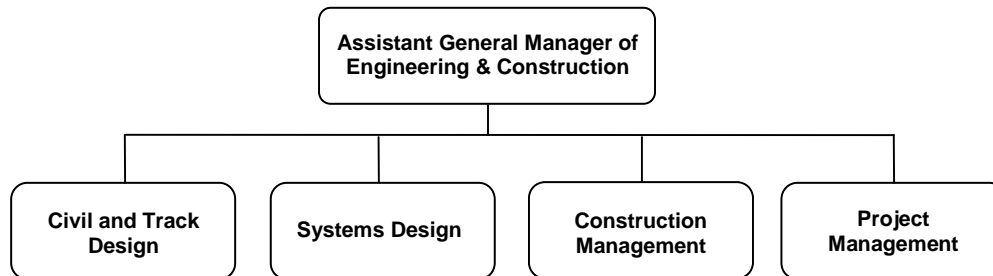
<sup>3</sup> Add 2 Light Rail Service Workers, 1 Mechanic A Body/Fender  
Unfund 1 Lineworker Technician, 1 Transportation Supervisor

<sup>4</sup> Fund 1 Transit Fare Inspector

<sup>5</sup> Unfund 1 Community Bus Services Dispatcher

## Engineering & Construction

This division implements capital projects in support of the operating divisions through design and construction, and provides technical support for ongoing maintenance activities.



- The Assistant General Manager of Engineering and Construction guides and directs the division. This department's staff also provides Quality Assurance functions.
- Civil and Track Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to civil, track and structures).
- Systems Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to vehicles, traction power, communications, and overhead catenary, electrical and mechanical systems).
- Construction Management provides oversight to construction of the District's capital projects.
- Project Management monitors scope, cost, and schedule for the District's capital projects, provides analysis for Division work and is the primary contact with the Federal Transit Administration for items related to capital project in the New Starts or Small Starts grant programs.

### FY 2015 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Worked with City of Sacramento, City of West Sacramento, Yolo County Transportation District, Sacramento Area Council of Governments, and Finance staff on the funding plan for the Downtown Riverfront Streetcar project.
- Submitted information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration's Small Starts Grant Agreement process.

## Engineering & Construction continued

### FY 2015 Accomplishments continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Provided ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects, and the associated grants and funding.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Integrated the use of contract consultant staff as necessary for workload management (reduce incidence of worker overload) as well as opportunities to receive mentorship from the well-experienced contract staff.
- Continued to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Continued to improve core business practices related to project management.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Provided ongoing leadership and management training opportunities for staff.
- Continued to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- Evaluated opportunities to promote staff as professional development and experience dictate.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Provided ongoing engineering and technical support for the Green Line to the Airport project.
- Provided ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport, and the UTDC Retrofit project).
- Closed out construction activities related to the Green Line to the River District.

## Engineering & Construction continued

### FY 2015 Accomplishments continued

- Substantially completed construction activities of the Civil, Track, Structures, Stations and Systems contract for the Blue Line to Cosumnes River College Light Rail Extension project.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Worked with Sacramento Transportation Authority staff and regional transportation agencies to implement an educational campaign for to build awareness of the existing ½ - cent transportation sales tax.

### FY 2016 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Green Line to the River District.
- Work with Finance staff to maximize allocation of Traffic Congestion Relief Funds for the Blue Line to Cosumnes River College (CRC) from the California Transportation Commission.
- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Blue Line to CRC.
- Submit information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration's FY 17 Small Starts Grant Agreement process.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Provide ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.
- Work to complete System-wide Improvement Project elements prior to the opening of the Golden 1 Center.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Educate staff on RT's gift policy to ensure that no violations ensue.



## Engineering & Construction continued

### FY 2016 Goals continued

- Continue to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Continue to improve core business practices related to project management and delivery.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Provide ongoing leadership and management training opportunities for staff.
- Continue to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- Evaluate opportunities to promote staff as professional development and experience dictate.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Provide ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport, Facilities improvements and the UTDC Retrofit project).
- Closeout construction activities related to the Green Line to the River District.
- Open the Blue Line to Cosumnes River College on or before the Full Funding Grant Agreement Revenue Service Date of September 6, 2015.
- Closeout construction activities for Civil, Track, Structures, Stations and Systems contract for the Blue Line to Cosumnes River College Light Rail Extension project.
- Work with the Sacramento Area Council of Governments, City of West Sacramento, City of Sacramento and Yolo County Transportation District to advance the Downtown Riverfront Streetcar project.

## Engineering & Construction continued

### FY 2016 Goals continued

Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Work with Sacramento Transportation Authority staff and regional transportation agencies to develop a possible ballot initiative for a potential ½ - cent transportation sales tax in November 2016.





## Engineering & Construction continued

### Expenses

#### Expenses By Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 735,650	\$ 780,588	\$ 785,665	\$ 889,800	\$ 889,866	\$ 66	0.0%
Professional Services	-	(220)	-	-	500	500	0.0%
Materials & Supplies	5,340	5,776	1,887	2,330	6,000	3,670	157.5%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	8,327	10,776	12,030	6,890	16,000	9,110	132.2%
<b>Total</b>	<b>\$ 749,318</b>	<b>\$ 796,920</b>	<b>\$ 799,581</b>	<b>\$ 899,021</b>	<b>\$ 912,366</b>	<b>\$ 13,345</b>	<b>1.5%</b>

#### By Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Engineering	\$ 219,117	\$ 297,944	\$ 231,456	\$ 274,992	\$ 322,788	\$ 47,796	17.4%
Systems Design	89,697	73,018	65,622	98,076	70,236	(27,840)	(28.4%)
Civil & Track Design	317,611	309,169	297,901	347,973	333,556	(14,417)	(4.1%)
Construction Management	122,892	116,788	79,801	105,056	123,836	18,780	17.9%
Project Management	-	-	124,801	72,923	61,950	(10,973)	(15.0%)
<b>Total</b>	<b>\$ 749,318</b>	<b>\$ 796,920</b>	<b>\$ 799,581</b>	<b>\$ 899,021</b>	<b>\$ 912,366</b>	<b>\$ 13,345</b>	<b>1.5%</b>

#### Positions

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Engineering	6	7	6	5	5	0	0.0%
Systems Design	3	3	4	4	2 <sup>1</sup>	-2	(50.0%)
Civil & Track Design	7	7	8	8	7 <sup>2</sup>	-1	(12.5%)
Construction Management	5	5	4	4	3 <sup>3</sup>	-1	(25.0%)
Project Management	0	0	2	2	2	0	0.0%
<b>Total</b>	<b>21</b>	<b>22</b>	<b>24</b>	<b>23</b>	<b>19</b>	<b>-4</b>	<b>(17.4%)</b>

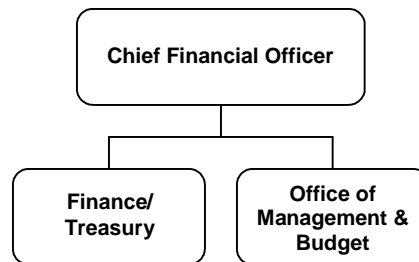
<sup>1</sup> Unfund 1 Associate Systems Engineer - HLC and 1 Senior Systems Engineer

<sup>2</sup> Unfund 1 Senior Civil Engineer

<sup>3</sup> Unfund 1 Senior Inspector

## Finance

This division provides all financial services to the District.



- The Chief Financial Officer guides and directs the division.
- Finance/Treasury performs, records, and reports on all financial transactions.
- Office of Management & Budget allocates, monitors, and reports all resources and expenses, and provides administration of all federal, state, and local grants.

### **FY 2015 Accomplishments**

#### Strategic Plan Goal #1: Ensure Financial Stability

- Began discussions with Los Rios Community College to evaluate options for fare changes.
- Conducted a Pre-Paid Ticket and Pass exchange.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Assisted with the implementation of the pilot Smart Card Program.
- Updated the 5-Year Capital Improvement Program for FY 2015-2019.
- Published Vital Statistics and Internal Financial Reports on time and in accordance with the monthly close schedule.
- Performed all grant reporting and requirements for all Federal, State and Local funding sources.
- Closed out two FTA grants during the fiscal year.
- Improved RT's subrecipient monitoring and oversight program.
- Involved in the purchase of 11 new FVM machines with credit card purchasing capabilities.

## Finance continued

### FY 2015 Accomplishments continued

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Completed the 2013-14 Comprehensive Annual Financial Report by November 30, 2014.
- Received an unqualified independent audit report on 2013-14 Comprehensive Annual Financial Report.
- Received a Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 2013-14 Comprehensive Annual Financial Report.
- Received Distinguished Budget Presentation Award from Government Finance Officers Association for FY 2015 Budget.
- Oversaw the 2015 FTA Triennial Review; coordinated with all RT departments to compile data for submission to the FTA.

### FY 2016 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Assist in the drafting of Assembly Bill 422. AB 422 sought to develop legislation addressing the District's use of short-term revolving credit and increased the timeframe for repayment of credit lines to better position the District with financial institutions.
- Assist in the creation of 4 fiscal policies to improve RT's financial position.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Publish Vital Statistics and Internal Financial Reports on time in accordance with the monthly close schedule.
- Perform all grant reporting and requirements for all Federal, State and Local funding sources.
- Exercise opportunities for State Cap and Trade Funding Programs to address Operating and Capital needs.

## Finance continued

### FY 2016 Goals continued

Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Refurbish approximately 15 existing fare vending machines and add credit card capabilities to those machines

Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region

- Create, purchase, install, and deploy a smart phone transit ticket/pass program. Pilot is scheduled to go live in January 2016.
- Improve the contract with Los Rios Community College to allow summer students to have the opportunity to purchase monthly passes at the existing approved student discount rate.

Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Oversee the 2015 TDA audit; coordinate with all RT departments to compile data for submission to the TDA auditors.







## Finance continued

### Performance Measures/Statistics

#### Strategic Plan Goal #1: Ensure Financial Stability

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
<b>Effectiveness Measures</b>						
GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	Yes	Yes	TBD
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes	TBD
Accounts Payable Check Processed	7,118	7,431	8,129	8,939	9,661	8,000
Annual Audit Adjustments	1	1	1	1	1	1
<b>Efficiencies Measures</b>						
Submit CAFR report on time	Yes	Yes	Yes	Yes	Yes	TBD
Submit State Controller's Report on time	Yes	Yes	Yes	Yes	Yes	TBD
File annual NTD report on time	Yes	Yes	Yes	Yes	Yes	TBD
Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10	10
Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5	5
Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7	7
Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4	4
Produce Cost Allocation Plan	1	1	1	1	1	1



## Finance continued

### Expenses

#### Expenses By Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,560,169	\$ 2,767,212	\$ 2,943,382	\$ 2,970,889	\$ 3,052,349	\$ 81,460	2.7%
Professional Services	66,957	71,591	149,956	89,878	97,150	7,272	8.1%
Materials & Supplies	260,334	170,678	139,388	214,466	168,550	(45,916)	(21.4%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	(52)	-	-	-	0.0%
Other	294,952	395,914	565,128	424,370	453,900	29,530	7.0%
<b>Total</b>	<b>\$ 3,182,412</b>	<b>\$ 3,405,396</b>	<b>\$ 3,797,803</b>	<b>\$ 3,699,604</b>	<b>\$ 3,771,949</b>	<b>\$ 72,345</b>	<b>2.0%</b>

#### By Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Financial Officer	\$ 360,976	\$ 363,378	\$ 454,387	\$ 410,878	\$ 407,202	\$ (3,676)	(0.9%)
Finance/Treasury	1,973,752	2,160,197	2,417,232	2,457,223	2,536,509	79,286	3.2%
Office of Mgmt & Budget	847,684	881,821	926,184	831,502	828,238	(3,264)	(0.4%)
<b>Total</b>	<b>\$ 3,182,412</b>	<b>\$ 3,405,396</b>	<b>\$ 3,797,803</b>	<b>\$ 3,699,604</b>	<b>\$ 3,771,949</b>	<b>\$ 72,345</b>	<b>2.0%</b>

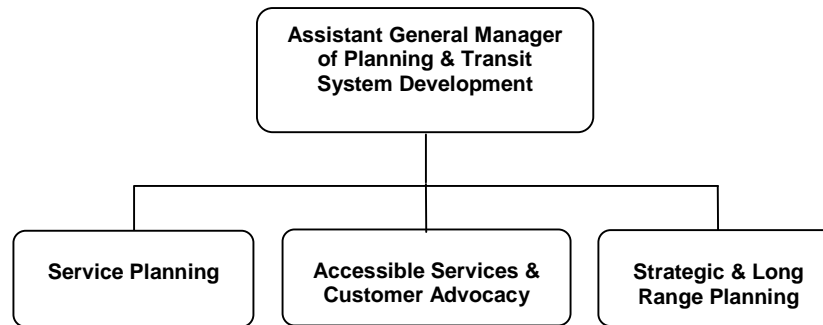
#### Positions

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Financial Officer	2	2	2	2	2	0	0.0%
Finance/Treasury	17	18	18	17	17	0	0.0%
Office of Mgmt & Budget	7	7	7	7	6 <sup>1</sup>	-1	(14.3%)
<b>Total</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>25</b>	<b>-1</b>	<b>(3.8%)</b>

<sup>1</sup> Unfund 1 Director, Office Management and Budget

## Planning & Transit System Development

This division develops short-term and long-term service goals.



- The Assistant General Manager of Planning and Transit System Development guides and directs the division.
- The Service Planning Department formulates recommendations for service changes to RT's bus and light rail systems based on area conditions, community input and resource availability. The Service Planning Department oversees data collection, compilation and analysis for managerial accounting purposes such as productivity tracking used for performance monitoring and reporting requirements. The Service Planning Department also leads efforts concerning Title VI monitoring, service agreements, fare changes, RT's Strategic Plan, and the TransitRenewal Plan.
- The purpose of the Customer Advocacy Unit is to provide a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- The main function of the Accessible Services unit is to ensure that RT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws.
- Strategic and Long-Range Planning is responsible for leading and/or participating in service-area wide major transit project(s) development, coordination on and technical assistance for key community projects with transit interface and benefits, and identifying and pursuing as applicable grants planning activities, as well as participating with/providing technical assistance to other RT Divisions for non-planning grants (e.g., vehicle procurements) . As applicable depending upon required renewals, Strategic and Long Range Planning also leads and/or participates in developing strategic goals and updating TransitAction (RT's Long Range Plan) and the Short Range Transit Plan (SRTP) for the District.

## Planning & Transit System Development continued

### FY 2015 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Ñ Coordinated with Finance to create and present fare modification options designed to raise RT's average fare.
- Ñ Worked with Finance staff to negotiate new terms for the Los Rios Universal Transit Pass Agreement that allowed for a continued significant discount for students while increase fare revenue for RT.
  - Introduced and executed cost-sharing agreements with other area agencies for operation, repair and maintenance costs of shared-use facilities.
- Ñ Executed an agreement with an updated and more equitable proportional share cost with the City of Elk Grove for provision of regional transit services.
- Ñ Provided a detailed analysis of ADA paratransit pass use/costs for consideration in RT's development of a fare policy.
- Ñ Led successful efforts to be awarded two (next phase) Community Design Grants for the Dos Rios and Horn Stations(s) planning and design development. Also included sitting on the CDG review and evaluation panel.
- Ñ Prepared (unsuccessful) grant for Regional/Local funding for the next phase of Green Line project development.
- Ñ Worked with CA Transit Association and the GM to develop input for future Cap & Trade expenditure guidance and with RT Operations on future electric-powered buses funded through Cap & Trade.
- Ñ Worked with Finance to identify grant opportunities to pursue and provided technical data, reviews, and input for submittals.
- Ñ Worked with Facilities to continue to advance a transit oriented development/excess properties disposition process and move towards getting it in place through reviews of documents, Issue Papers, discussions with Board Members, and specific site reviews.
- Ñ Provided multiple levels and iterations of vehicle procurement information including fleet needs, fleet retirements, specific responses to SACOG and/or CalSTA questions, and technical inputs for grant applications to help ensure that RT's fleet needs are met long-term.
- Ñ Continued communicating to SACOG the fleet needs identified in their fiscally constrained MTP/SCS Update and its required air quality conformity analysis and the need to focus longer term on funding needs for RT to meet their own goals.

## Planning & Transit System Development continued

### FY 2015 Accomplishments continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Created and presented service productivity and on-time performance information for evaluation and modification consideration.
- Provided facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services.
- Recruited two new members to the Mobility Advisory Council (MAC) in the at-large category representing persons with disabilities.
- Responded to 247 passenger service reports and received 6,758 total customer contacts in RT's Customer Advocacy department, providing a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- Administered 18 Americans with Disabilities Act (ADA) related passenger service reports, with an average processing time of 17 days, to ensure prompt and detailed review of customer service issues pertaining to RT's customers with disabilities, and facilitated full and equal access to RT's public transit system.
- Analyzed 3364 applications, a 16% increase from FY 14, to determine eligibility for ADA paratransit service, with an average processing time of just under 5 days in order to provide persons with disabilities prompt access to RT's ADA paratransit services.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Evaluated several different vehicles available on the CalAct/MBTA procurement and decided to purchase eleven (11) 2015 El Dorado National AeroElite Class E vehicles from the CalACT/MBTA procurement and secured same from Creative Bus.
- Provided services to internal and external clients in a technically sound and ethical manner.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Provided various training opportunities and activities to staff in the areas of transit planning, joint development/ROW, and environmental assessments.

## **Planning & Transit System Development continued**

### **FY 2015 Accomplishments continued**

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner*

- Identified opportunities to increase service or redistribute existing resources to improve access between and within communities in a cost-effective manner.
- Accomplished the federally-required zero percent trip denial rate for Americans with Disabilities Act (ADA) paratransit service.
- Continued to advance the Green Line Light Rail extension project through the preparation of the Draft EIS/R and advanced conceptual engineering, by engaging the various stakeholders, and internal & external Agencies.
- Worked with local communities and Agencies on advancing the Dos Rios and Horn Station concepts for future implementation

#### *Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region*

- Ñ Provided letters of support and/or letters of opposition for projects that either would increase or decrease (respectively) market share in the region for transit.
- Ñ Provided input to SACOG on the MTP/SCS Update to increase market share.
- Ñ Continued project development and working with transportation partners on various projects intended to increase market share for transit.

#### *Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts*

- Worked with community organizations and business community members to develop plans for service modification.
- Developed initial plans and cost estimates for service to events at the Golden 1 Center.
- Worked with City of Sacramento and Caltrans D3 on the American River Bridge Crossing and advanced RT's interests, concerns, and perspectives; identified opportunities for Green Line and the co-development of an American River Bridge Crossing concept that is collaborative to the extent possible with the City of Sacramento and SACOG visions and funding opportunities.
- Worked with our Sacramento-oriented transportation partners on matters associated with the San Joaquin JPA, the Northern CA Interim Rail improvements, Central Valley High Speed Rail CA, and the High Speed Rail Authority (CHSRA).



## Planning & Transit System Development continued

### FY 2015 Accomplishments continued

- Worked with “West Jackson Masterplan” (Jackson Highway Watt to Excelsior) for inclusion of BRT/Hi-Bus route and concept design into the State Route 16/Jackson Corridor and with the “Vineyard” area on the development of funding for transit improvements long-term
- Worked with City, SHRA, etc. on the Dos Rios Station project and the Twin Rivers Housing project as applicable. Advancing the Dos Rios Station to 50% design and prepared a (successful) SACOG Community Design Grant application for the next phases(s).
- Worked with City of Rancho Cordova on the Horn Station project. Advancing the Horn Station to 50% design and prepared a (successful) SACOG Community Design Grant application for the next phases(s).
- Coordinated with SMAQMD and SACOG and provide input on the “BikeShare” program moving towards implementation and on the “transit/bike” interface reflecting RT’s interests and strategies.

### FY 2016 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Coordinate with Finance to reintroduce fare modification options designed to raise RT’s average fare.
- Introduce and execute additional cost-sharing agreements with other area agencies for operation, repair and maintenance costs of shared-use facilities.
- Prepare and present potential service modifications to increase system productivity and reduce operating costs.
- Revise Americans with Disabilities Act (ADA) Paratransit No-Show and Late-Cancellation Policy in order to more effectively reduce the number of late-cancellations and no-shows on RT’s ADA paratransit service.
- Enhance implementation of the ADA Paratransit Trip-by-Trip Eligibility Policy for conditionally-eligible paratransit passengers in order to manage demand on RT’s ADA paratransit service.
- Work with provider of ADA paratransit service to look for ways to contain costs.
- Implement Appointment Time Scheduling in our ADA paratransit service.
- Continue to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the “Roles & Responsibilities” white paper.

## **Planning & Transit System Development continued**

### **FY 2016 Goals continued**

- Support with technical information the Dedicated Transit Funding effort.
- Continue collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.
- Work with Real Estate on the TOD Program to generate land sales for reinvestment in RT infrastructure.

### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Create and present service productivity and on-time performance information for evaluation and modification consideration.
- Provide facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services.
- Recruit new members to MAC to enhance representation and diversity on the MAC for individuals and organizations that represent/serve persons with disabilities and seniors.
- Recruit new members to the Appeals Committee to enhance representation and diversity and ensure our Appeals process continues to run smoothly with knowledgeable panelists.
- Analyze applications to determine eligibility for ADA paratransit service in 5 days or less on average, but not to exceed the 21 day processing time allowable under federal regulations pertaining to ADA paratransit service. Evaluate applications in accordance with the federal regulations pertaining to ADA paratransit eligibility and RT policies.
- Respond to customer contacts in one business day or less, with a written response for formal passenger service reports (complaints, commendations, and suggestions) in 21 days or less.

### *Strategic Plan Goal #3: Create a "World Class" Regional Transit System*

- Facilitate the procurement and delivery of 11 CNG replacement paratransit vehicles.
- Continue to provide services to internal and external clients in a technically sound and ethical manner.

## Planning & Transit System Development continued

### FY 2016 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Maintain relationships with the California Association for Coordinated Transportation and the ADA Roundtable to provide ADA-related training opportunities for Accessible Services Staff; actively seek training opportunities to enhance Customer Advocacy and Accessible Services functions.
- Continue to expand exposure of Associate-level staff to transportation partners and technical areas.
- Within the budget constraints of the District, identify and coordinate staff training and attendance at events to broaden skillset and maintain employee interest.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Attain the federally-required zero percent trip denial rate for Americans with Disabilities Act (ADA) paratransit service.
- Continue to advance the Green Line through the preparation and release of the Draft EIS/R and advanced conceptual engineering, by engaging the various stakeholders, and internal & external Agencies.
- Continue to work with RT Engineering and SHRA, the City of Sacramento and the City of Rancho Cordova to advance the Dos Rios and Horn Station concepts through final design and develop funding for future implementation.

#### Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region

- Work with and provide input to SACOG on the MTP/SCS Update to increase market share.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Ñ Continue to update RT internal staff on various Cap & Trade changes relative to funding.
- Ñ Continue to work with Agencies, Organizations and RT Departments on advancing various transit-related projects including, but not limited to, the Green Line, LRT Stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.

## Planning & Transit System Development continued

### Performance Measures/Statistics

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

Quality Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2016 to FY 2015 Amount	Percent
Average Days To Respond to Passenger ADA Complaints <sup>1</sup>	19.3	19.6	20.8	15.1	17.8	30.0	12.20	68.5%
Average Days To Complete ADA Assessments <sup>2</sup>	15.7	5.6	5.8	7.5	4.7	21.0	16.30	346.8%
ADA Trip Denials	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

<sup>1</sup> Americans With Disabilities Act limits response time to 30 days.

<sup>2</sup> Federally regulated deadline of 21 days.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Produce monthly ridership reports on time	Yes	Yes	Yes	Yes	Yes	Yes
Produce NTD required statistics on time	Yes	Yes	Yes	Yes	Yes	Yes





## Planning & Transit System Development continued

### Expenses

#### Expenses by Category

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
Salaries & Benefits	\$ 1,915,855	\$ 2,273,347	\$ 2,459,281	\$ 2,550,049	\$ 2,797,957	\$ 247,908	9.7%
Professional Services	10,354,663	12,514,443	12,363,324	13,560,107	14,341,727	781,620	5.8%
Materials & Supplies	7,700	10,789	5,614	8,453	10,000	1,547	18.3%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	10,078	16,070	11,530	6,097	14,000	7,903	129.6%
<b>Total</b>	<b>\$ 12,288,295</b>	<b>\$ 14,814,649</b>	<b>\$ 14,839,749</b>	<b>\$ 16,124,707</b>	<b>\$ 17,163,684</b>	<b>\$ 1,038,977</b>	<b>6.4%</b>

#### By Department

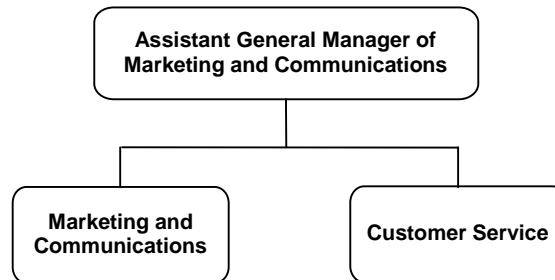
	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
AGM of Planning	\$ 286,070	\$ 375,208	\$ 338,151	\$ 343,971	\$ 367,690	\$ 23,719	6.9%
Strategic Planning	118,485	394,186	370,095	345,767	436,708	90,941	26.3%
Service Planning	606,857	460,658	476,246	477,482	611,718	134,236	28.1%
Real Estate	-	-	-	-	-	-	0.0%
Purchased Transportation	10,334,921	12,427,257	12,349,422	13,544,165	14,315,727	771,562	5.7%
Accessible Services	941,963	1,157,340	1,305,835	1,413,322	1,431,841	18,519	1.3%
<b>Total</b>	<b>\$ 12,288,295</b>	<b>\$ 14,814,649</b>	<b>\$ 14,839,749</b>	<b>\$ 16,124,707</b>	<b>\$ 17,163,684</b>	<b>\$ 1,038,977</b>	<b>6.4%</b>

#### Positions

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2015 to FY 2016	
						Amount	Percent
AGM of Planning	2	2	2	2	2	0	0.0%
Strategic Planning	1	4	4	4	3	-1	(25.0%)
Service Planning	8	7	6	6	7	1	16.7%
Real Estate	0	0	0	0	0	0	0.0%
Purchased Transportation	0	0	0	0	0	0	0.0%
Accessible Services	10	12	12	12	12	0	0.0%
<b>Total</b>	<b>21</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0.0%</b>

<sup>1</sup> Transfer 1 Principal Planner from Strategic Planning to Service Planning

## Marketing and Communications



- The Assistant General Manager of Marketing and Communications serves as the District spokesperson; manages media relations; oversees government affairs between the District and elected officials, state and federal lobbyists, and key agencies; and directs the activities of the Marketing and Communications division.
- The Marketing and Communications department plans and directs advertising, marketing and promotional campaigns, and social media with an emphasis on programs designed to increase ridership and brand awareness. The department conducts community outreach, maintains the District's website, and produces electronic and print communications.
- The Customer Service department provides assistance to passengers and new customers through the Call Center, Sales Center and other customer service activities for the District.

### FY 2015 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Participated in California Transit Association (CTA) Legislative Committee activities to advance transit supportive legislation and secure continued funding for public transit.
- Participated as part of a delegation communicating transportation priorities during the Sacramento Metro Chamber's annual Capitol-to-Capitol trip to Washington, DC.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Answered 233,312 calls with an average wait time of 50 seconds, and an average handle time of one minute and 45 seconds.
- Used a language translation service to assist on 209 calls in the following languages: Spanish, Mandarin, Russian, Cantonese, Vietnamese, Arabic, Farsi, Korean, Amharic, Urdu, Hebrew and Portuguese.



## Marketing and Communications continued

### FY 2015 Accomplishments continued

- On a scale of 1 (Poor) to 5 (Excellent), received an average Overall Quality of Service score of 4.2 as a result of Customer Service Sales Center feedback forms.
- Conducted a Pre-Paid Ticket and Pass exchange.
- Participated in an internal transit agency outreach campaign to advance the Connect Card (regional smart card) project and inform partner transit agencies in the Sacramento region.
- Marketing staff and/or Customer Service Representatives participated in over 70 community festivals and fairs to increase transit awareness and build ridership.
- Continued to sponsor community events.
- Continued partnership with City Year Sacramento to conduct outreach in six low-performing schools.
- Promoted and incorporated new activities into the "Ride Transit October" campaign.
- Promoted and hosted safety and security community meetings to help improve the safety and security of passengers while using the RT system.
- Implemented a light rail safety campaign: "See Tracks? Think Train!"
- Promoted Short Range Transit Plan public hearings.
- Continued to promote the "See It - Hear It - Report It" anti-terrorism campaign.
- Mitigated issues for residents and businesses during the final phase of civil construction of the Blue Line to Cosumnes River College light rail extension project.
- Re-branded the Green Line to the Airport light rail extension project logo.
- Continued to promote the credit/debit card payment option in fare vending machines.
- Continued to promote RT's "No Smoking" policy campaign.
- Promoted the 7th annual "Season of Civil Rights ... It All Started on a Bus" campaign, and art and poetry contest.
- Coordinated the 7th annual State of RT Breakfast and TransitAction Awards program highlighting the District's goals and accomplishments in partnership with the Sacramento Metro Chamber. Increased attendance by 10 percent.
- Created new Neighborhood Ride shuttle branding for Community Bus Service.

## Marketing and Communications continued

### FY 2015 Accomplishments continued

- Continued to promote RT's mobile web app program that tracks RT buses and light rail trains via iPhone, Android and tablet devices.
- Continued to promote RT's social media (Facebook and Twitter).
- Completed over 400 graphic design assignments.

### FY 2016 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Continue participation in California Transit Association Legislative Committee activities to secure and augment funding for public transit operations and protect state and federal funding for public transit operations.
- Continue to identify the District's position on transit-related issues and provide regular updates in GM/CEO executive summaries and reports.
- Sustain efforts to increase funding for transit and continue advocacy efforts in pursuit of federal and state legislative proposals, which focus on greater commitments to provide federal/state funding for public transit, specifically participating in the development of California's Cap and Trade program guidelines and long-term federal surface transportation reauthorization legislation related to public transit.
- Continue to seek support to advance federal tax credits for alternative fuel programs and other revenues related to the federal Mass Transit Account.
- Continue work with state lobbyist to increase RT's presence at the state level.
- Continue regular communication with federal staff and lobbyists to ensure the District is well-informed and positioned for future public transit funding.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Improve quality of Customer Service by maintaining quality and availability standards.
- Successful implementation and marketing of the Connect Card (regional smart card) and RideSacRT (RT's pilot mobile ticketing app).
- Continue to promote the language interpretation service that provides customer assistance to non-English speaking customers.
- Continue to participate in community festivals, fairs and celebrations to increase transit awareness.

## Marketing and Communications continued

### FY 2016 Goals continued

- Continue to sponsor community events.
- Increase route-specific marketing.
- Continue partnership with City Year Sacramento to conduct outreach in six low-performing schools.
- Implement a major outreach and promotion campaign and host the grand opening of the new Blue Line to Cosumnes River College light rail extension.
- Update station signage program.
- Promote September 2015 service improvements.
- Update RT's Bus & Light Rail Timetable Book and System Map.
- Continue to promote the "See Tracks? Think Train!" track safety campaign.
- Promote meetings about potential changes to St. Rose of Lima Park (7th & K) Station.
- Promote the Green Line to the Airport environmental phase of the light rail extension project.
- Promote RT's pilot mobile ticketing app.
- Implement Anti-Human Trafficking campaign at light rail stations.
- Update Bus & Light Rail Timetable Book and System Map.
- Promote RT's 8th annual "Season of Civil Rights ... It All Started on a Bus" campaign.
- Host 8th annual State of RT Breakfast in partnership with the Sacramento Metro Chamber.
- Redevelop RT website.
- Continue marketing and outreach programs, including the use of email and social media tools.

## Marketing and Communications continued

### Performance Measures/Statistics

Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

Quality Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016 to FY 2015	
	Actual	Actual	Projected	Budget	Projected	Budget	Amount	Percent
Number of customer contacts	9,281	8,358	6,216	6,240	6,726	7,500	774.00	11.5%
Number of passenger service reports processed	641	530	377	313	206	660	454.00	220.4%
Number of security related customer reports	114	91	94	107	121	100	(21.00)	(17.4%)
Percent of security related customer contact	1.20%	1.09%	1.51%	1.71%	1.80%	1.05%	-0.75%	(41.7%)





## Marketing and Communications continued

### Expenses

#### Expenses by Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 1,899,047	\$ 2,121,193	\$ 2,301,327	\$ 2,344,136	\$ 2,505,727	\$ 161,591	7.0%
Professional Services	484,651	716,466	722,447	438,917	462,800	\$ 23,883	3.3%
Materials & Supplies	32,298	47,832	33,665	27,446	33,200	\$ 5,754	17.1%
Utilities	-	-	-	-	-	\$ -	0.0%
Insurance & Liability	-	-	-	-	-	\$ -	0.0%
Other	207,965	225,866	264,046	246,782	234,400	\$ (12,382)	(4.7%)
<b>Total</b>	<b>\$ 2,623,961</b>	<b>\$ 3,111,358</b>	<b>\$ 3,321,484</b>	<b>\$ 3,057,280</b>	<b>\$ 3,236,127</b>	<b>\$ 178,847</b>	<b>5.4%</b>

#### By Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Marketing	\$ 738,373	\$ 784,775	\$ 840,102	\$ 813,129	\$ 871,175	\$ 58,046	6.9%
Marketing	854,897	1,244,523	1,273,116	960,878	1,014,875	53,997	4.2%
Customer Relations	1,030,691	1,082,060	1,208,265	1,283,273	1,350,077	66,804	5.5%
<b>Total</b>	<b>\$ 2,623,961</b>	<b>\$ 3,111,358</b>	<b>\$ 3,321,484</b>	<b>\$ 3,057,280</b>	<b>\$ 3,236,127</b>	<b>\$ 178,847</b>	<b>5.4%</b>

#### Positions

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Marketing	2	2	2	2	2	0	0.0%
Marketing	6	7	7	7	7	0	0.0%
Customer Relations	17	18	18	18	17 <sup>1</sup>	-1	(5.6%)
<b>Total</b>	<b>25</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>-1</b>	<b>(3.7%)</b>

<sup>1</sup> Unfund 1 Reception Clerk

## Non Divisional

### Expenses

#### Expenses by Category

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Indirect Cost Savings	\$ (823,572)	\$ (762,778)	\$ (887,369)	\$ (1,204,048)	\$ (1,013,279)	\$ 190,769	(15.8%)
Salaries & Benefits	439	261	-	3,405	(4,170,925)	(4,174,330)	0.0%
Professional Services	-	-	-	-	-	-	NA
Materials & Supplies	-	-	-	-	-	-	NA
Utilities	-	-	-	-	-	-	NA
Insurance & Liability	-	-	-	-	-	-	NA
Other	-	-	-	465	-	(465)	0.0%
<b>Total</b>	<b>\$ (823,133)</b>	<b>\$ (762,517)</b>	<b>\$ (887,369)</b>	<b>\$ (1,200,178)</b>	<b>\$ (5,184,204)</b>	<b>\$ (3,984,026)</b>	<b>332.0%</b>

This category includes estimated savings for future vacancies for FY 2016 and RT's indirect cost allocation plan in accordance with OMB Circular A-87 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the District's allocated departmental indirect costs to capital projects. It accounts as additional savings for labor and fringe benefits.

- The FY 2016 Adopted Budget proposes \$5.2 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$4.0 million (332.0%) from the FY 2015 year-end projections (\$1.2 million).
- 2% vacancy factor for Operators and 6% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2016. The estimated savings are \$4.2 million.
- Indirect cost from Capital Projects is estimated at \$1.0 million, which is a reduction of \$0.2 million (15.8%) from the FY 2015 year-end projections of \$1.2 million.





# Capital Improvement Program

## Capital Improvement Program

### Major Capital Projects

RT's capital budget allocates resources to improve infrastructure by acquiring, constructing, purchasing, rehabilitating, and replacing facilities and major equipment. Improvement projects generally occur in phases over multiple years.

The FY 2016 Budget focuses on the following capital priorities:

**System Expansion Program:** projects that will extend current bus and light rail service capabilities

- **Blue Line to Cosumnes River College**

This project will extend light rail from the terminus of South Line Phase 1 at Meadowview Station further south to Cosumnes River College (CRC), which will add 4.3 miles of track, 4 new stations, and 3 park-and-ride facilities (2 parking lots and 1 parking garage) for a total of 2,700 parking spaces. The estimated cost for this project is \$270 million. A portion of the project is funded by proceeds from RT bonds sold in November 2012. Half the cost is funded by New Starts funds. The full funding grant agreement (FFGA) for the New Starts funds was executed in December 2012. Project work is nearing completion with construction work continuing through early 2016. Revenue service commenced in August 2015.

- **Green Line to the Airport Light Rail Extension**

The project is the continuation of Green Line to the River District (GL-1) (Richards Boulevard Redevelopment Area) across the American River and through South and North Natomas to the Sacramento International Airport.

The project proposes to add 12.8 miles of track and 13 stations, including 7 with park & ride facilities. Phase 1 of the project, a 1.1mile section from downtown Sacramento to Richards Boulevard, is in operation. The funded scope is limited to the Alternatives Analysis (Complete), the Draft Environmental Impact Statement/Environmental Impact Report (DEIS/R) and advanced Conceptual Engineering of key areas along the remaining portion of the corridor.

RT will improve transit service mobility by expanding the service and directly connecting the future Railyards Development, the Sacramento Valley Station (SVS) and the Sports and Entertainment Complex adjacent, as well as the Richards Boulevard Redevelopment Area, the Natomas communities and the International Airport. The estimated cost for this project is \$1.0 Billion (year of expenditure dollars) including vehicles. The project is projected to be completed by approximately 2030 as shown in the MTP. An earlier completion date can be achieved if a new local/regional funding source is put in place sooner.

## Major Capital Projects continued

**Fleet Program:** projects related to vehicle additions, replacements and overhaul

- **UTDC Light Rail Vehicle Acquisition & Retrofit**

RT Acquired 21 UTDC light rail vehicles from the Santa Clara Valley Transportation Authority and is modifying them to meet RT's operational requirements and provide service on the expanded light rail system.

Siemens finalized all design modifications and procurement of material in 2014 and they are currently mid-way through the refurbishment activities. To date thirteen (13) Vehicles have been turned over to Siemens for refurbishment. Seven (7) of those vehicles have been completed and are in revenue service, three (3) are completed and are in final burn-in testing, and three (3) are in process of refurbishment. An additional 8 vehicles are to be refurbished. All contracts for the major subsystems have been executed and are proceeding as required to meet the project schedule. The estimated cost for this project is \$33,150,545 and is projected to be completed by December 2016.

**Transit Oriented Development:** projects associated with the goal to intensify and diversify land uses and enhance pedestrian circulation and transit access at appropriate locations around transit stations

- **University/65th Street Station Reconfiguration**

This project will relocate the bus-bus and bus-light rail transfers at the University/65th Street Station for a more efficient use of space and to facilitate intermodal transfers. The purpose of the project is for RT to vacate our existing 2.23 acre parcel in order to free it for future transit-oriented development. The University/65th Street Station is located in an area designated in the City of Sacramento General Plan as a transit village, and is in a Transit Overlay (TO) Zone. The estimated cost for this project is projected to be \$5.5 million. The design is complete but construction is not funded.

## Major Capital Projects continued

**Facilities Program:** projects for bus, light rail, maintenance and administration facilities

- **Bus Maintenance Facility #2 (Phase 1)**

RT purchased property at the former McClellan Air Force base including several buildings. The project will be completed in phases. Phase 1 initial plans are to construct a four transit and one public CNG fueling facility including a CNG facility building; renovate an existing structure into a second bus maintenance facility; construct a bus wash; construct an emergency control room; and complete site improvements. Phase 1 will support up to 125 buses. The estimated cost of Phase 1 is \$47.9 million. Phase 2 initial plans are to purchase and improve enough land to increase the site capacity to support up to 250 buses. The estimated cost of Phase 2 is \$7.5 million. Construction of the five bus capacity CNG fueling stations has been completed and began operations in February 2013.

**Infrastructure Program:** These projects are associated with the development, enhancement, and improvement of the road and rail network.

- **System Wide Station Enhancements**

The System Wide Station Enhancements is a project that is part of RT's comprehensive initiative designed to improve the quality of transit service system wide. The first phase includes the 7<sup>th</sup> and Capitol, 8<sup>th</sup> and Capitol, 8<sup>th</sup> and K and 9<sup>th</sup> and K light rail stations. (7<sup>th</sup> and K pending). The improvements include new canopy shelters, information signs, station furniture, Americans with Disabilities Act (ADA) improvements, lighting, fare vending machines, security cameras, miscellaneous signage, re-painting of poles and railings and station artwork. The completion of this work is driven by the October 2016 opening of the Golden One Arena. Phase 2 of the project includes identified outlying key stations which include Roseville Road, Florin, Watt/Manlove, Sunrise and Franklin Stations. Improvements range from security cameras, station furniture, landscaping improvements, fare vending equipment repairs cleaning and repainting poles and rails, ADA pavement repairs and miscellaneous signage including wayfinding signs. Phase 2 is also expected to be completed by the opening of the Golden One Arena. All other stations, Phase 3, will include security cameras, cleaning and painting and miscellaneous signage and completion is targeted by the end of 2016. The estimated cost of the project is \$6.7 million.

## Major Capital Projects continued

- **Signal - Infrastructure Improvements for Future Gold Line Limited Stop Service**

This project will enhance light rail capacity on the Gold Line to the city of Folsom. Light rail system modifications will give RT the capability to provide Limited Stop Express Service (LSS).

LSS will provide additional trains during the peak commute hours Monday through Friday. Plans include using 6 to 9 UTDC cars (after refurbishment) to supplement regular service with three inbound LSS trains (in a 2 or 3 train consist) from the Historic Folsom Light Rail Station during the morning peak commute hours and three outbound LSS trains from the Sacramento Valley Station during evening peak commute hours. The express trains will only go one way and they will be followed by normal service. The estimated cost for this project is \$16.0 million and is projected to be completed by June 2020.

**Transit Technologies Program:** projects that deal with operational technology, software applications, implementation and enhancement

- **Connect Card Implementation**

This project will result in providing customers a regional Smart Card that can be used to pay for rides on all of the participating transit systems in the region. Currently, the Sacramento Area Council of Governments (SACOG) and RT are coordinating with a total of 8 Regional Agencies. SACOG has been assigned as the project coordinator and is responsible for the funding of this event. This project includes tap device equipment on the buses, tap and add fare devices at the light rail stations, and other retail equipment to allow customers to purchase their products via local retailers or the web. The estimated cost for the entire project is expected to reach \$15.8 million and is projected to begin during 2016.



## Revenues & Expenses

RT relies primarily on local, state, and federal grants to pay for capital projects.

- The FY 2016 budget proposes \$43.5 million in capital grant funding, a decrease of \$7.6 million from the FY 2015 Budget (\$51.1 million).
- The capital project funding for FY 2016 consists of \$0.9 million in Federal, \$42.2 million in State and \$0.4 million in Local funding.
- Federal, State and Local funding for capital projects is comprised of funding sources that are applied for on a project by project basis. The availability of the funding is dependent upon individual funding programs. The total funding for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application. Capital project funding decreased from FY 2015 due to an overall decrease availability of funding for capital projects. This resulted in a federal funding decrease of \$26.8 million, a state funding increase of \$22.3 million, and a local funding decrease of \$3.1 million.
- The FY 2016 budget proposes a spending plan of \$113.8 million, which consists of \$57.6 million for System Expansion Programs, \$40.2 million for Fleet Programs, \$4.0 million for Infrastructure Programs, \$3.5 million for Facility Programs, and \$1.3 million for Transit Technologies Programs. Transit Security & Safety, Planning and Other Programs make up the remaining difference.







## Debt Service

In November 2012, the Sacramento Regional Transit District issued Farebox Revenue Bonds totaling \$86,865,000. RT used the money to fund \$66 million of the total \$270 million budget for the South Line Phase II - Light Rail Extension project; the remainder was to fund Bus Replacements, Non-Revenue Vehicles and other capital projects. In addition, the 2003 Certificate of Participations (COP's) were refunded and RT entered into an Escrow Agreement for the purpose of prepaying the 2003 COP's, upon establishment and funding of the Escrow in November 2012, the 2003 COP's will no longer be outstanding pursuant to the documents under which the 2003 COP's were executed and delivered. The debt service requirements for the FY 2012 Revenue Bonds to maturity are as follows:

Fiscal Year	Principal	Interest	Total	Outstanding Balance
2013	\$ -	\$ 1,225,477	\$ 1,225,477	\$ 86,865,000
2014	2,710,000	4,123,100	6,833,100	84,155,000
2015	2,795,000	4,041,800	6,836,800	81,360,000
2016	1,530,000	3,957,950	5,487,950	79,830,000
2017	1,595,000	3,896,750	5,491,750	78,235,000
2018	1,655,000	3,832,950	5,487,950	76,580,000
2019-2023	9,615,000	17,836,500	27,451,500	66,965,000
2024-2028	12,265,000	15,180,750	27,445,750	54,700,000
2029-2033	15,625,000	11,824,050	27,449,050	39,075,000
2034-2038	19,610,000	7,829,750	27,439,750	19,465,000
2039-2042	19,465,000	2,492,750	21,957,750	-
Total	\$ 86,865,000	\$ 76,241,827	\$ 163,106,827	\$ -

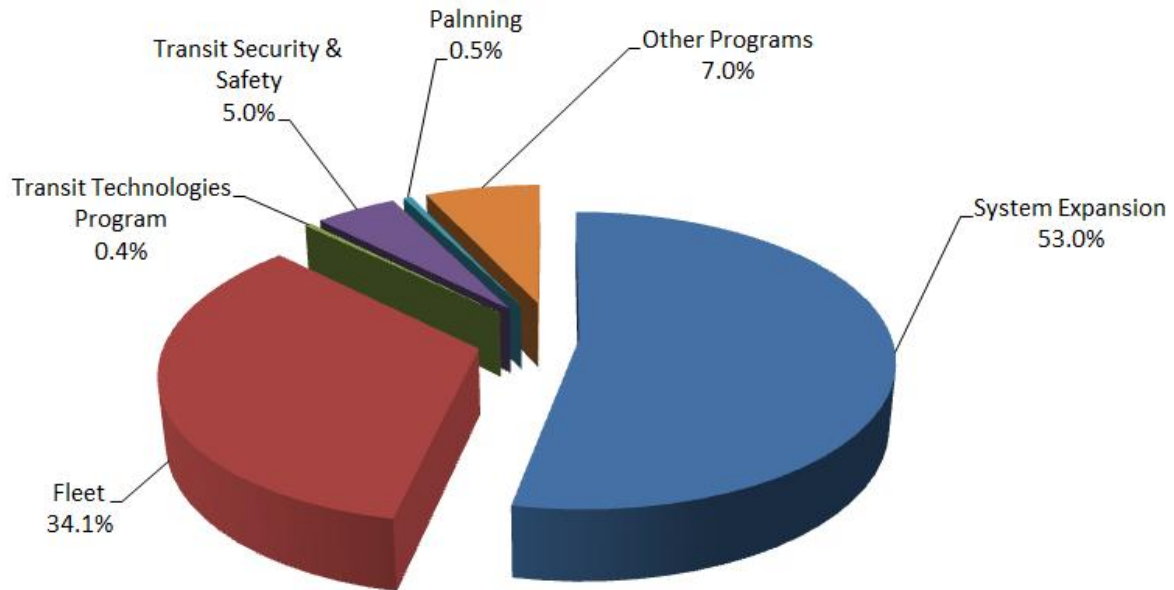
## FY 2016 Funding Additions to the Capital Improvement Program

ID	DESCRIPTION	TOTAL	FEDERAL	STATE	LOCAL
M004	Revenue Bond, Series 2012 Payment	3,025,298	-	3,025,298	-
P000	Paratransit Vehicles Replacement	7,297,205	-	7,297,205	-
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	7,500,000	-	7,500,000	-
R322	Green Line Draft Environmental Clearance and Project Development	400,000	-	-	400,000
R327	Green Line SITF HSR Connectivity Improvements (Final Design & Const	22,701,000	-	22,701,000	-
R335	Watt/I-80 Transit Center Master Plan	210,000	185,913	24,087	-
T034	Computer Aided Dispatching System	768,000	-	768,000	-
T036	Facilities Safety, Security and Communications Infrastructure Upgrades	386,195	-	386,195	-
T037	Operations Computer Systems Replacements	142,800	-	142,800	-
T038	Upgrades to Security Video and Data Systems	177,512	-	177,512	-
T039	Connect Card - Software Maintenance Support	40,000	-	40,000	-
T040	RT IT Support for Connect Card	90,000	-	90,000	-
T041	SAP Upgrade for Connect Card	35,000	-	35,000	-
TBD1	Mobile Screening	156,703	156,703	-	-
TBD2	Anti-Terrorism Patrols	249,500	249,500	-	-
TBD3	System Assessment	22,400	22,400	-	-
TBD4	Emergency Drills	65,430	65,430	-	-
TBD5	Public Awareness Info Videos	35,000	35,000	-	-
TBD6	Video Analytics	150,000	150,000	-	-
<b>TOTAL</b>		<b>\$ 43,452,043</b>	<b>\$ 864,946</b>	<b>\$42,187,097</b>	<b>\$ 400,000</b>



## Capital Improvement Funding by Category

### FY 2016 Funding Additions by Category



(in Thousands)

Category	FY 2016	
	Proposed	
System Expansion	\$ 23,101	53.0%
Fleet	14,797	34.1%
Transit Technologies Program	165	0.4%
Transit Security & Safety	2,154	5.0%
Palnning	210	0.5%
Other Programs	3,025	7.0%
<b>Total</b>	<b>\$ 43,452</b>	<b>100.0%</b>



### Capital Improvement Funding by Category continued

#### Impact of Capital Improvements on Operating Budget

Capital projects approved in the current year budget impact future operating and capital budgets as follows:

1. Capital projects completed in the current year will require ongoing maintenance and, in the case of new service lines, additional and ongoing operating costs.
2. Capital projects that are not completed in the current year will require additional capital funding that may require balancing operational funding to meet fiscal constraints.
3. Capital projects that are not completed in the current year will affect future years' budgets with increased operating costs in the year of completion. Future ongoing operating and maintenance costs are projected using current year baseline dollars.

One major existing capital project that will impact future operating budgets within the next five fiscal years is listed below, with the estimated operating budget impact:

Project Name	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Blue Line to Cosumnes River College	-	5,603,000	5,743,075	6,033,818	6,184,664

Footnotes:

<sup>1</sup> The operating budget impact for first year is a partial year for this project, the completion date is: Blue Line to Cosumnes River College September 2015 (FY 2016);

<sup>2</sup> Operating cost shown above for this capital project consists of the following expense categories: Salaries and Benefits 64%, Professional Services 18%, Materials and Supplies 7%, Utilities 4%, Casualty and Liability 6%, and Other 1%



## Five-Year Capital Improvement Plan

On September 22, 2014, the RT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that identified RT's critical capital funding priorities between FY 2015 and FY 2019. The CIP is updated annually as part of the annual budget process to reflect changing priorities and availability of funding. The FY 2014-2015 capital budget represents the one year capital spending plan for RT. RT staff plans to update the CIP in September 2015.

The CIP is consistent with RT's adopted Vision and Strategic Plan, as well as with the region's currently approved Metropolitan Transportation Plan (MTP). The CIP also provides critical input for development of RT's TransitAction Plan (TAP) and its Short Range Transit Plan (SRTP).

An activity with a dollar value of \$5,000 or greater and an expected useful life greater than one year, such as property, plant, or equipment used by an organization in its operation results in the addition of a tangible asset. The resultant item is expected to benefit future periods.

The process to determine which projects will be added or removed from the Capital Improvement Program (CIP) is administered by the Capital Program Committee (CPC). The CPC is comprised of six Executive voting members. Decisions made by the CPC are presented to the General Manager/CEO for review and approval. Relevant changes are incorporated into the CIP, which is then amended by the Board from time to time.

The CIP is intended to be a "living document". On an annual basis, the plan is reviewed, updated and reissued in its entirety as one year drops and a new year is added. Priority will be given to replacement of existing assets before consideration of new assets. Projects are prioritized into five Tiers based on need and projected funding availability. Tiers include:

- Tier 0 projects are fully funded
- Tier I high priority projects established by the RT Board that are not fully funded
- Tier II projects are contingent upon revenue being available
- Tier III projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects
- Tier IV projects are longer term future projects, planned for completion from 2019 to 2045, contingent upon adequate future revenues becoming available

## Five-Year Capital Improvement Plan continued

The FY 2016 Budget shows projects as adopted for funding in the CIP on the following page. The Capital Project Expenditure Plan lists RT's existing capital projects, shows historical expenditures, projected expenditures for FY 2016, and includes a capital expenditure projection for FY 2017 and beyond. RT forecasts capital project expenditures of approximately \$113.8 million in FY 2016.







### Capital Improvement Funding Additions

Program	Project Name	Tier	Funded Through FY 2015	FY 2016 Funding Budget	Future Funding Additions	Total Project Funding Through FY 2046
<b>System Expansion Programs</b>						
R322	Green Line Draft Environmental Clearance and Project Development	0	\$ 3,109,156	\$ 400,000	\$ -	\$ 3,509,156
R327	Green Line SITF HSR Connectivity Improvements (Final Design & Construc	I	-	22,701,000	34,163,000	56,864,000
<b>System Expansion Total</b>			<b>3,109,156</b>	<b>23,101,000</b>	<b>34,163,000</b>	<b>60,373,156</b>
<b>Fleet Programs</b>						
P000	Paratransit Vehicles Replacement	II	-	7,297,205	138,157,611	145,454,816
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	I	23,917,226	7,500,000	1,733,319	33,150,545
<b>Fleet Program Total</b>			<b>23,917,226</b>	<b>14,797,205</b>	<b>139,890,930</b>	<b>178,605,361</b>
<b>Transit Technologies Program</b>						
T039	Connect Card - Software Maintenance Support	0	-	40,000	-	40,000
T040	RT IT Support for Connect Card	0	-	90,000	-	90,000
T041	SAP Upgrade for Connect Card	0	-	35,000	-	35,000
<b>Transit Technologies Program Total</b>			<b>-</b>	<b>165,000</b>	<b>-</b>	<b>165,000</b>
<b>Transit Security &amp; Safety</b>						
T034	Computer Aided Dispatching System	0	-	768,000	-	768,000
T036	Facilities Safety, Security and Communications Infrastructure Upgrades	0	-	386,195	-	386,195
T037	Operations Computer Systems Replacements	0	-	142,800	-	142,800
T038	Upgrades to Security Video and Data Systems	0	-	177,512	-	177,512
TBD1	Mobile Screening	0	-	156,703	-	156,703
TBD2	Anti-Terrorism Patrols	0	-	249,500	-	249,500
TBD3	System Assessment	0	-	22,400	-	22,400
TBD4	Emergency Drills	0	-	65,430	-	65,430
TBD5	Public Awareness Info Videos	0	-	35,000	-	35,000
TBD6	Video Analytics	0	-	150,000	-	150,000
<b>Transit Security &amp; Safety Total</b>			<b>-</b>	<b>2,153,540</b>	<b>-</b>	<b>2,153,540</b>
<b>Planning / Studies</b>						
R335	Watt/I-80 Transit Center Master Plan	0	-	210,000	-	210,000
<b>Planning Total</b>			<b>-</b>	<b>210,000</b>	<b>-</b>	<b>210,000</b>
<b>Other Programs</b>						
M004	Revenue Bond, Series 2012 Payment	I	5,042,439	3,025,298	144,105,945	152,173,682
<b>Other Programs Total</b>			<b>5,042,439</b>	<b>3,025,298</b>	<b>144,105,945</b>	<b>152,173,682</b>
<b>Total</b>			<b>\$ 32,068,821</b>	<b>\$ 43,452,043</b>	<b>\$ 318,159,875</b>	<b>\$ 393,680,739</b>

\* All project expenditures are subject to available funding.



### Capital Project Expenditure Plan

Program	Project Name	Tier	Expended Through FY 2015	FY 2016 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2016
<b>System Expansion Programs</b>						
410	Blue Line to Cosumnes River College	0	224,667,880	45,332,120	-	270,000,000
R321	Green Line Draft & Final EIS/R for SITF Segment	0	498,090	2,351,617	654,293	3,504,000
R322	Green Line Draft Environmental Clearance and Project Developme	0	839,123	2,202,120	467,913	3,509,156
R055	Light Rail Station at Dos Rios	I	22,914	877,086	8,600,000	9,500,000
R135	Light Rail Station at Horn	I	82,263	517,737	3,168,000	3,768,000
404	Green Line to the River District (GL-1)	0	49,057,393	704,607	-	49,762,000
R323	Retrofit Light Rail Vehicle (LRV) Hoist	0	2,727	30,273	-	33,000
S010	Sacramento-West Sacramento Streetcar Starter Line		1,700,630	5,581,953	-	7,282,583
<b>System Expansion Total</b>			<b>276,871,020</b>	<b>57,597,513</b>	<b>12,890,206</b>	<b>347,358,739</b>
<b>Fleet Programs</b>						
B139	40' CNG Bus Procurement	I	17,868,800	27,126,342	22,117,918	67,113,060
R001	CAF/Siemens Light Rail Vehicle Painting/Exterior Work	0	176,000	220,000	599,000	995,000
B136	Neighborhood Ride Hybrid Bus Purchase Project	0	149,265	60,735	-	210,000
B142	Neighborhood Ride Vehicle Replacement - 14 Vehicles	0	46,805	1,839,309	647,886	2,534,000
G225	Non-Revenue Vehicle Replacement	I	1,439,576	439,985	33,956,831	35,836,392
B141	Non-Revenue Vehicles - P1B Restricted	0	2,736,162	1,927,132	-	4,663,294
P007	Paratransit Vehicle Replacement - CNG* project	0	5,132	1,566,068	-	1,571,200
R110	Siemens E & H Ramp Replacement	0	900,296	419,704	-	1,320,000
651	Siemens Light Rail Vehicle Mid-Life Overhaul	0	7,430,983	558,087	1,957,342	9,946,412
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	I	13,989,996	6,057,010	13,103,539	33,150,545
<b>Fleet Program Total</b>			<b>44,743,015</b>	<b>40,214,372</b>	<b>72,382,516</b>	<b>157,339,903</b>
<b>Infrastructure Programs</b>						
G237	Across the Top System Modification	0	313,469	361,387	-	674,856
R280	Amtrak-Folsom Limited Stop Service	I	401,234	35,005	13,663,761	14,100,000
A003	CLOSED - Caltrans Camellia City Viaduct Rehab Deck	0	9,879	15,121	-	25,000
A005	City College Light Rail Station Pedestrian/Bicycle Crossing Project	0	36,405	38,595	-	75,000
A007	Easton Development Grade Crossing	II	20,895	29,105	-	50,000
R327	Green Line SITF HSR Connectivity Improvements (Final Design & I	I	-	2,973,572	53,890,428	56,864,000
R010	Light Rail Crossing Enhancements	I	405,318	94,682	3,000,000	3,500,000
A006	Natoma Overhead Widening Project	II	83,301	60,449	60,000	203,750
R330	Rail Profiling	0	1,568	298,432	-	300,000
G238	Repairs per Biennial Bridge Inspection	I	92,126	63,874	1,613,172	1,769,172
<b>Infrastructure Program Total</b>			<b>1,364,195</b>	<b>3,970,222</b>	<b>72,227,361</b>	<b>77,561,778</b>
<b>Facilities Programs</b>						
R313	29th Street Light Rail Station Enhancements	0	38,483	149,701	92,316	280,500
4007	ADA Transition Plan Improvements	I	352,676	200,000	5,235,324	5,788,000
F014	Bike Racks	0	195,860	21,717	156,308	373,885
715	Bus Maintenance Facility #2 (Phase 1&2)	I	21,829,610	1,684,258	31,888,880	55,402,748
Q029	Citrus Heights Bus Stop Improvements	0	456,522	65,691	-	522,213
4011	Facilities Maintenance & Improvements	I	2,715,181	57,882	18,803,057	21,576,120
F015	Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail Stations	I	3,516	481,783	-	485,299
B134	Fulton Ave. Bus Shelters	0	-	169,435	-	169,435
A010	Louis Orlando - Construction	II	-	167,667	-	167,667
A002	Louis Orlando Transit Center	0	592,309	19,764	-	612,073
645	Major Light Rail Station Enhancements	I	5,184,474	100,000	29,900,000	35,184,474
F018	Rancho Cordova Landscaping	0	363	141,278	-	141,641
F019	Rancho Cordova Utility Building Enhancements	0	352	224,648	-	225,000
R175	Watt Avenue Station Improvements	0	235,139	34,239	43,122	312,500
<b>Facilities Program Total</b>			<b>31,604,484</b>	<b>3,518,063</b>	<b>86,119,008</b>	<b>121,241,555</b>
<b>Transit Technologies Programs</b>						
T017	Audio Light Rail Passenger Information Signs	0	758,631	627,619	-	1,386,250
T039	Connect Card - Software Maintenance Support	0	-	40,000	-	40,000
T023	Connect Card-Technical Support	0	33,153	46,847	-	80,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	I	206,244	71,942	199,224	477,410
T022	Handheld Smart Card Reader	0	-	58,000	58,000	116,000
964	Trapeze Implementation (TEAMS)	0	1,864,462	299,750	-	2,164,212
T040	RT IT Support for Connect Card	0	-	90,000	-	90,000
T041	SAP Upgrade for Connect Card	0	-	35,000	-	35,000
<b>Transit Technologies Program Total</b>			<b>2,862,490</b>	<b>1,269,158</b>	<b>257,224</b>	<b>4,388,872</b>



## Capital Project Expenditure Plan continued

Program	Project Name	Tier	Through	Budget	Expenditures	Cost through
<b>Transit Security &amp; Safety</b>						
T033	Active Shooter Training	II	-	29,029	-	29,029
T018	Building Access System Upgrade	0	-	111,507	-	111,507
T034	Computer Aided Dispatching System	0	-	384,000	384,000	768,000
T005	CPUC General Order 172 - LRV Camera	0	192,677	112,805	-	305,482
H021	Enhancement of Emergency Power Generation	0	276,937	281,063	-	558,000
T036	Facilities Safety, Security and Communications Infrastructure Upg	0	-	193,098	193,098	386,195
T028	LR Digital Messaging Control System	0	-	51,625	51,625	103,250
T006	LRV System AVL Equipment	0	1,069	399,956	-	401,025
T035	Operation Lifesaver, Inc. (OLI)	0	-	21,429	-	21,429
T037	Operations Computer Systems Replacements	0	-	71,400	71,400	142,800
T007	Rail Infrastructure Hardening, Surveillance and Monitoring #2	0	284,682	32,318	-	317,000
T012	RT - Emergency Preparedness Drills	0	22,256	6,052	-	28,308
T025	Surveillance and Security Facilities Enhancement	0	-	252,000	-	252,000
T000	Transit Security Project - TBD Formula & Regional	III	-	575,205	2,876,028	3,451,233
T029	Upgrade Bus Fleet Digital Video Recorders	0	-	171,494	171,493	342,987
T024	Upgrade Data Back Up Systems	0	-	104,320	-	104,320
T038	Upgrades to Security Video and Data Systems	0	-	88,756	88,756	177,512
T027	Video Surveillance System Upgrades	0	-	115,920	-	115,920
T026	WiFi Security Systems Enhancement	0	-	72,175	72,175	144,350
TBD1	Mobile Screening	0	-	156,703	-	156,703
TBD2	Anti-Terrorism Patrols	0	-	249,500	-	249,500
TBD3	System Assessment	0	-	22,400	-	22,400
TBD4	Emergency Drills	0	-	65,430	-	65,430
TBD5	Public Awareness Info Videos	0	-	35,000	-	35,000
TBD6	Video Analytics	0	-	150,000	-	150,000
<b>Transit Security &amp; Safety Total</b>			<b>777,621</b>	<b>3,753,185</b>	<b>3,908,575</b>	<b>8,439,380</b>
<b>Planning/Studies Program</b>						
M010	Encouraging Active Transportation with Transit Access Enhancem	IV	-	133,333	66,667	200,000
A009	Folsom Streetscape	0	28,315	21,685	-	50,000
R335	Watt/I-80 Transit Center Master Plan	0	-	175,000	35,000	210,000
A008	Regional Bike Share System	II	-	100,000	90,000	190,000
<b>Planning/Studies Program Total</b>			<b>28,315</b>	<b>430,018</b>	<b>191,667</b>	<b>650,000</b>
<b>Other Programs</b>						
4024	General Construction Management Support Services	II	366,313	11,376	3,107,311	3,485,000
4025	General Engineering Support Services	II	316,510	7,063	1,900,116	2,223,689
M004	Revenue Bond, Series 2012 Payment	I	8,255,470	3,025,298	140,892,914	152,173,682
<b>Other Program Total</b>			<b>8,938,293</b>	<b>3,043,737</b>	<b>145,900,341</b>	<b>157,882,371</b>
<b>Total</b>			<b>\$ 367,189,435</b>	<b>\$ 113,796,266</b>	<b>\$ 393,876,897</b>	<b>\$ 874,862,598</b>

\* All project expenditures are subject to available funding.



# Statistical Section

## Statistical Section

### Demographic and Economic Indicators Last Ten Fiscal Years

	Population <sup>1,2</sup>		Personal Income <sup>1,2</sup> (In Thousands)		Per Capital Personal <sup>1</sup> Income		Unemployment Rate <sup>3</sup>	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2006	\$1,369,563	\$2,218,269	\$51,707,729	\$86,820,959	\$ 37,755	\$ 39,139	4.8%	4.9%
2007	1,381,161	2,245,937	53,920,784	90,854,160	39,040	40,453	5.4%	5.6%
2008	1,394,438	2,273,938	55,319,306	93,804,187	39,671	41,252	7.2%	7.4%
2009	1,408,601	2,298,630	54,480,186	92,208,555	38,677	40,115	11.0%	11.2%
2010	1,421,973	2,321,626	55,216,582	93,877,743	38,831	40,436	12.6%	12.8%
2011	1,435,277	2,342,541	58,242,904	99,808,333	40,580	42,607	12.1%	12.2%
2012	1,448,053	2,361,555	61,370,761	105,598,822	42,382	44,716	10.5%	10.7%
2013	1,462,131	2,384,460	63,512,541	109,041,559	43,438	45,730	8.9%	9.0%
2014	1,456,230	2,383,870	Not available	Not available	Not available	Not available	7.3%	7.5%
2015	1,470,912	2,404,700	Not available	Not available	Not available	Not available	6.1%	6.3%



Source: Six-county region includes Sacramento, Placer, Yolo, El Dorado, Yuba and Sutter counties.

1. 2005-2013 U.S. Department of Commerce, Bureau of Economic Analysis, *CA1-3 Personal income population, per capital personal income*.

2. 2014-2015 State of California, Department of Finance, *E-1 City, County and State Population Estimates, 2013-2014*.

3. State of California, Employment Development Department, Labor Force & Employment Data



## Principal Employers Current Year and Nine Years Ago

Employer	Fiscal Year 2015			Fiscal Year 2006		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	74,329	1	9.90%	67,467	1	10.59%
Sacramento County	10,598	2	1.41%	14,408	2	2.26%
UC Davis Health System	9,706	3	1.29%	7,901	3	1.24%
U.S. Government	9,668	4	1.29%			
Sutter Health	8,817	5	1.17%			
San Juan Unified School District	7,523	6	1.00%	5,775	8	0.91%
Kaiser Permanente	6,464	7	0.86%	6,656	6	1.04%
Dignity Health	6,286	8	0.84%	4,897	10	0.77%
Intel Corporation	6,200	9	0.83%	7,000	4	1.10%
Elk Grove Unified School District	5,758	10	0.77%			
Sacramento City Unified School District				7,000	5	1.10%
Los Rios Community College District				6,000	7	0.94%
City of Sacramento				5,105	9	0.80%
<b>Total</b>	<u>145,349</u>		<u>19.36%</u>	<u>132,209</u>		<u>20.75%</u>

Source: Sacramento Business Journal





## Appendix

## Appendix

### Glossary of Terms and Abbreviations

#### A

Absenteeism: Relates the total authorized positions to a monthly average of daily absences for sick, on-duty-related injury, and absence without official leave of represented employees. Vacation and holiday leave is not included.

Accessible Service: Buses operating in regular service with wheelchair lifts, kneeling functions or other devices that permit disabled passengers to use the service.

Accessibility: (1) The extent to which facilities are barrier free and useable by disabled persons, including wheelchair users. (2) A measure of the ability or ease of all people to travel among various origins and destinations.

Accidents: (1) *Traffic Accident* - Incident that occurred from a collision of the District's revenue vehicle(s) with another vehicle, person, or object. (2) *Passenger Accident* - Any incident, other than a traffic accident, following which a bus patron receives medical transport from the accident scene.

Accidents per 100,000 Miles: The frequency of collisions and passenger incidents on vehicles occurring per 100,000 miles of transit vehicle travel.

Accountability: The state of being obliged to explain one's actions, to justify what one does. Accountability requires governments to answer to the citizenry to justify the raising of public resources and the purposes for which they are used.

Accounting: The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Accounting Cycle: The accounting steps recurring each accounting period. The cycle begins by recording transactions and proceeds through posting recorded amounts; preparing a trial balance, worksheet, and financial statements; preparing and posting adjusting and closing entries; and preparing a post-closing trial balance.

Accrual Basis of Accounting: A method of keeping accounts that shows expenses incurred and income earned for a given fiscal period, even though such expenses and income have not been actually paid or received in cash.

Accrued Expense: Expenses incurred and recorded during an accounting period for which payment will be made in the future.

Accrued Revenue: Revenue which has been earned and recorded during an accounting period that will be collected in the future.

## Glossary continued

Activity Center: An area with high population and concentrated activities which generate a large number of trips (e.g., CBD, shopping centers, business or industrial parks, recreational facilities (also known as trip generator).

Americans with Disability Act (ADA): Federal law passed in 1990 that prohibits discrimination in service facilities and employment against individuals with disabilities.

ADA Trip Denials: The percentage of trip requests for service that Paratransit cannot provide.

Advertising Revenue: Income from the sales of display advertising on the interior and exterior of RT transit vehicles.

Allocation: Part of a lump-sum budget/appropriation which is designated for expenditure by specific organization units and/or for special purposes or activities.

Alternative Fuel: A liquid or gaseous non-petroleum fuel, used to power transit vehicles. Usually refers to alcohol fuels, mineral fuels, natural gas, and hydrogen.

Amalgamated Transit Union (ATU): The union representing operators and some categories of clerical employees.

American Federation of State, County and Municipal Employees (AFSCME): The union representing transportation supervisors and CBS dispatchers.

American Public Transportation Association (APTA): APTA is the international organization representing over 1,500 organizations of the transit industry. APTA members serve the public interest by providing safe, efficient, and economical transit services and by improving those services to meet national energy, environmental, and financial concerns.

Amortization: The reduction of a debt by making payments in installments or regular transfers, or the money used for this purpose.

Annual Budget: A budget applicable to a single fiscal year.

Appropriation: Authorization granted by the Board of Directors to make expenditure and incur obligations with specific limitations as to amount, purpose, and time.

Assets: Anything owned by a business or individual, which has commercial or exchange value.

## Glossary continued

Authorization: Basic, substantive federal legislation that established or continues the legal operation of federal program agencies, either indefinitely or for a specific period of time

Average Daily Weekday Ridership: The measurement of average weekday passenger boardings. Bus average daily weekday ridership is based on farebox data gathered at the trip level. Light rail average daily weekday ridership is based on two random daily physical ride checks and any other available light rail counts from the given time period (or month).

Average Weekday Boardings: Number of one-way passenger movements (trips) between two points on a single vehicle on all routes on an average weekday.

### **B**

Baseline: Approved estimates of planned project cost and schedule, along with assumptions (e.g., inflation factor) underlying the estimates. These estimates remain unchanged over the life of the project.

Basis of Accounting: A term used to refer to when revenues, expenditures, expenses, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

Boarding: The number of one-way passenger movements (trips) between two points on a single vehicle. Synonymous with unlinked passenger trip, rider, or passenger.

Bond: An interest-bearing certificate of debt, usually issued in series by which the issuer (a government or corporation) obligates itself to pay the principal amount and interest at a specified time, usually five years or more after date of the issue. Bonds may be distinguished from promissory notes or other evidences of debt because of their formal execution under seal and certification by a bank or trust company that they are authorized by the Board of Directors.

- *Revenue bond* - Bond issued by a governmental entity with principal and interest payments to be paid solely from earnings from a specific source.



## Glossary continued

### Budget:

1. Any financial plan serving as an estimate of and control over a future fiscal period of operation (includes income and expenditure).
2. Any systematic plan for the utilization of manpower, materials, or other resources.
  - Adopted - Official budget approved by the Board of Directors.
  - Amended - Changes to the Adopted Budget that is formally approved by the Board of Directors.
  - Base - Activities, which support a core level of service.
  - Budget Call - The formal request for upcoming fiscal year financial plans from each Department within the Agency.
  - Capital Budget - The financial plan, which outlines the cost of carrying on activities that relate to/meet the criteria for capitalization. Development of the capital budget includes a decision-making process by which an agency evaluates the purchase/construction of fixed assets.
  - Expense Budget - The financial plan which outlines the costs of carrying on activities that do not meet the criteria for capitalization.
  - General Manager's Recommended Budget - The financial planning document recommended by the General Manager to the Board of Directors.
  - Line Item - Any budget that focuses on items to be bought. May be used to refer to budgeting at the general ledger account level or at the expense category level.
  - Monthly Expenditure - The monthly planned breakdown of the appropriation, which is the basis for monthly status reports and variance analysis. It can be modified according to the delegation of authority as the year progresses.
  - Performance - The level of financial/schedule compliance of accomplished tasks as compared with the Adopted Budget.
  - Posted Budget - The financial plan approved by the Board of Directors, which is then recommended for 60 days of public review and input.
  - Program/Project - A financial plan broken down by individual activities. Program/Project numbers carry forward for the list of the activity. Each Program/Project is included in the RT Adopted Budget.
  - Requested Budget - The financial plans submitted to the Office of Budget by each Department in response to the Budget Call (budget request).

Budget Resolution: The formal statement which, when adopted by the Board of Directors, makes the budget official.

Budgeting: The process of planning future actions in the form of costs and schedules and expressing those plans in a formal manner.

Budget Process: A cycle involving a series of recurrent and continuous planning steps to arrive at a viable financial plan.

## Glossary continued

**Budgetary Control:** The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

### C

**Capital Assets:** The government's general fixed assets, also known as infrastructure, including facilities and major equipment.

**Capital Expenditure:** Outlay of money to acquire or improve capital assets such as buildings or machinery. (See also Capital Project.)

**Capital Maintenance:** Selected vehicle maintenance expenditures on which Federal Transit Administration (FTA) capital grants may be spent.

**Capital Outlay (See Capital Expenditure)**

**Capital Project:** An activity which results in the addition of a tangible asset with a dollar value of \$5,000 or greater and an expected useful life greater than one year, such as property, plant, or equipment used by an organization in its operation. The resultant item is expected to benefit future periods. The process to determine which projects will be added or removed from the Capital Improvement Program (CIP) is administered by the Capital Program Committee (CPC). The CPC is comprised of six Executive voting members. Decisions made by the CPC are presented to the General Manager/CEO for review and approval. Relevant changes are incorporated into the CIP, which is then amended by the Board from time to time. The capital projects are prioritized based on the need and funding availability in five funding tiers:

Tier 0	projects are fully funded
Tier I	high priority projects established by the RT Board that are not fully funded
Tier II	projects are contingent upon revenue being available
Tier III	projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects
Tier IV	projects are longer term future projects, planned for completion from 2015 to 2040, contingent upon adequate future revenues becoming available



## Glossary continued

Certificate of Participation (COP): Securities issued by a governmental entity to lease/purchase equipment or real property, which are secured by a lien on the items purchased with the proceeds. Principal and interest payments on COP's are subject to annual appropriation by the issuer. (See also Lease: Financial Lease.)

Charters: Hired bus trips that are not open to the general public.

Circulator (Routes): Routes serving neighborhoods or specific areas.

Commendations Per Million Passengers: Frequency of the total number of commendations received per 1,000,000 passengers served.

Commercial Paper: Short-term unsecured obligations with maturities ranging from 1 to 270 days, typically issued to meet short-term cash flow needs.

Complaints Per Million Passengers: The frequency of the total number of complaints received per 1,000,000 passengers served.

Congestion Mitigation and Air Quality Improvement Program (CMAQ): U.S. Department of Transportation grant program to provide funding for surface transportation and other related projects that contribute to air quality improvements and congestion mitigation.

Contingency: A reserve created to cover the deficiency that might arise in departments where an original appropriation proves inadequate to cover the necessary expenditures.

Contributed Capital: The value of capital projects such as infrastructure improvements built by developers. Ownership of the projects is deeded to the District upon completion. The term may also be used to identify funds received from external sources such as grant agencies to pay for capital improvement projects.

Corridor: A major transportation path through a populated area designated for the implementation or improved travel of mass transit. Such improvements might include preferential treatment and vehicle lane(s) partially or fully separated from pedestrians and/or other vehicle traffic.

Cost Center: A division or unit of business (under a single manager) that incurs costs for an activity or group of activities but does not directly generate revenues.

Cost Per Passenger: The fully allocated cost of providing service, by mode (bus or rail), to a passenger, required by the California Public Utilities Code Section 99246(d), derived by dividing the modal operating expenses by modal ridership.

## Glossary continued

Cost Per Revenue Hour: The fully allocated cost of providing service, by mode (bus or rail), for one revenue vehicle hour, required by the California Public Utilities Code Section 99246(d), derived by dividing modal operating expenses by modal revenue vehicle hours.

Cost Per Revenue Mile: The fully allocated cost of providing service, by mode (bus or rail), for one revenue vehicle mile, derived by dividing modal operating expenses by modal revenue vehicle miles.

Crimes Committed Per Million Passengers: The frequency of crimes reported by transit customers per 1,000,000 riders.

### D

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

Debt Service: Cash required in a given period, usually one year, for payment of interest and current maturities of principal on outstanding debt.

Department: Mid-level unit of organization structure. Departments usually consist of two or more cost centers whose manager's report to one manager for the department.

Depreciation: The amount or percentage by which fixed assets decrease in value over time, usually one year.

Direct Cost: Costs computed and identified directly with a specific product, job, or function. It usually refers to identifiable costs of raw materials, labor, overtime, etc.

Discretionary: Available for use with some free decision or latitude within certain limitations.

Division: Top-level grouping of departments representing the functions of the District. Reflects the hierarchical breakdown of the organization.

### E

Employee Availability Days: The average number of employee work days per year by employee group (union), derived by dividing the total annual group potential work days by the number of annual group absent work days.

Enterprise Fund: The fund used to finance and account for operations and maintenance of self-supporting facilities and services.

## Glossary continued

Enterprise Resource Planning (ERP): Technology applications that improve enterprise wide decision support and operational efficiency through information integration and process improvement. ERP systems are based on software that integrates information from diverse applications into a common database, and suggest that business processes can be improved by using the built-in best business practices for financial, human resources, purchasing, and other administrative operations.

Environmental Impact Statement (EIS): Study of the impacts of a major project on the environment and surrounding areas, required for any capital construction project for which federal funds are used (see also Preliminary Engineering).

Expenditure: An actual payment or the creation of an obligation to make a future payment for some benefit, item, or service received, which represents a decrease in net financial resources. Expenditures include current operating expenses, requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expense Category: Any of the six groupings of expenses in the operating budget: salaries and benefits, professional services, materials and supplies, utilities, insurance and liability, and other.

Express (Routes): Routes providing non-stop service from suburban areas to downtown and other employment centers.

### E

Farebox Revenue: Income generated from passengers using transit service. This includes cash deposited in fareboxes, income from the sales of tickets and monthly passes, and revenue from special pass programs.

Farebox Recovery Ratio: The percentage of operating costs paid by transit riders, required by California Public Utilities Code Section 99268.2 and 99268.3, derived by dividing total Bus and Rail fare revenues by total Bus and Rail operating expenses. Purchased Transportation cost and fare revenue are excluded from RT's Farebox Recovery Ratio calculation.

Fare Revenue (See Farebox Revenue)

Favorable Variance: A term characterizing projected cost lower than actual cost, or of actual revenue greater than projected revenue.

Federal: United States Government

## Glossary continued

Federal Transit Administration (FTA): Federal agency responsible for the administration of federal transit programs, including the allocation of grant funds. FTA is a part of the U.S. Department of Transportation.

Financial Analysis: Process of determining significant operating and financial characteristics of an agency from accounting data.

Fiscal Year: The accounting year of an organization. RT's fiscal year is July 1 through June 30.

Final Design: This phase of a project begins after the environmental document is approved. It includes the preparation of detailed engineering plans, specification, and estimates for approved transportation projects in addition to right-of-way acquisition, utility relocation and construction contract advertisement and award.

Financial Forecasting Model: A forecasting tool developed to analyze financial capacity of the District to support alternative future levels of service under various assumptions on revenue growth and cost efficiency.

Finding of No Significant Impact (FONSI): A report issued by the federal government which determines whether or not a proposed action is or is not a major federal action significantly affecting the quality of the human environment within the meaning of the *National Environmental Policy Act of 1969 (NEPA)*.

Fixed Costs: Indirect or overhead expenses of a business that do not vary with the volume of activity.

Fixed Assets: Assets of a business that are central to its operation and are not traded.

Forecast: A reasonable prediction about the future value of a factor such as ridership, economic conditions, or costs.

FTE (Full-Time Equivalent): Numeric equivalent of one person, occupying one employment position for one year (equivalent of 2080 hours).

Full-time Authorized Employee: An employee working full-time or occupying one FTE position.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

## Glossary continued

Fund Balance: Also known as Net Worth, Retained Earnings or Net Assets, is the difference between what is owned by the entity (Assets) and what is owed by the entity (Liabilities).

### G

Generally Accepted Accounting Principles (GAAP): A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Government Accounting Standards Board and the Financial Accounting Standards Board.

Goal: A statement of desirable achievements designed to be accomplished by programs. Goals outline the general direction and purpose of a program.

Government Accounting Standards Board (GASB): An independent, private-sector, not-for-profit organization that—through an open and thorough due process—establishes and improves standards of financial accounting and reporting for U.S. state and local governments. Governments and the accounting industry recognize the GASB as the official source of generally accepted accounting principles (GAAP) for state and local governments.

Government Finance Officers Association (GFOA): An organization whose purpose is to enhance and promote the professional management of governments for the public's benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership.

### H

Headcount: Compares authorized positions with actual. Performed for full-time authorized, permanent or part-time employees and permanent interns.

High Occupancy Vehicle (HOV): Vehicles containing two or more passengers, depending on local guidelines. Occupancy designations are used on designated auto traffic lanes to encourage car-pooling, ride sharing, or the use of public transportation.

Hub Miles: Represents the total fleet mileage for revenue vehicles based on hub-odometer readings. The mileage information is generated for each coach each day (also see Service Miles).

### I

Indirect costs: Indirect costs represent the expenses of doing business that are not readily identified with a particular grant, contract, project function or activity, but are necessary for the general operation of the organization and the conduct of activities it performs.

## Glossary continued

Infrastructure: A set of interconnected structural elements that provide the framework supporting an entire structure. RT's infrastructure consists of rail lines, stations, etc.

Intelligent Transportation Systems (ITS): Technology designed to improve transit services through advanced vehicle operations, communications, customer service, and market development.

Intergovernmental Agreement (IGA): An agreement between two or more governmental entities regarding joint funding of a project or joint provision of a specific service.

Intern: A student who is in a high school, bachelor's, masters and/or doctoral degree program, and also employed on a part-time basis.

International Brotherhood of Electrical Workers (IBEW): The union representing mechanics and other maintenance employees.

Investment Income: Interest from investing any available working capital.

### J

Job Access and Reverse Commute Program (JARC): Federal Transit Administration grant program to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities.

Joint Development: An agreement with a developer to develop transit-compatible uses at a Park-n-Ride or other site owned by RT. Under these agreements, the developer pays RT to make the land available for its use.

Joint Venture (Service): An agreement with an entity (local government or private group) to provide service that would otherwise not have been included in RT's service plan. Under these agreements, the other entity reimburses RT for at least 50% of the marginal cost of providing such service. (See cost share agreement.)

### L

Lease: Contract allowing the use of real estate, equipment, or other fixed assets for a specified time period in exchange for payment. The lesser is the owner of the assets; the lessee is the user. There are four basic types of leases:

- Operating Lease - Lease with a term considerably less than the useful life of the asset, where the lessor handles all maintenance and servicing of the leased property.



## Glossary continued

- Capital Lease - Lease which is listed on the balance sheet as an asset and a liability, and the lessee generally acquires all economic benefits and risks of the leased property.
- Financial Lease - Lease where the service provided by the lessor is limited to financing equipment. All other responsibilities related to possession, such as maintenance and insurance, are borne by the lessee.
- Leveraged Lease - A lease in which the lessor puts up some of the money required to purchase the asset and borrows the rest from a lender. The lender is given a mortgage on the asset and an assignment of the lease and lease payments. The lessee makes payments to the lessor, who makes payments to the lender.

Light Rail: Service using passenger rail cars operating with traction power on fixed rails embedded in city streets or along a separate right-of-way that is not separated from other traffic for much of the way. Passengers are picked up and discharged at fixed locations (stations) located along the tracks.

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

Limited (Routes): Routes serving high-density corridors with less frequent stops than local routes.

Line Item: A term to describe the funds requested and/or appropriated on a detailed or itemized basis, e.g., personal services, travel, low value equipment, outside services.

Local (Routes): Routes operating along major streets within the Sacramento metropolitan area and the cities of Folsom, Citrus Heights and Rancho Cordova, making frequent stops for passengers.

Lost Service Maintenance Road Call: Any service call (on the road) requiring the dispatch of a maintenance service vehicle or the replacement of a defective coach, resulting in a service delay or loss of one minute or more.

## M

Marginal Cost: The additional cost to provide one hour of bus or rail service.

Materials and Supplies (costs): Any cost resulting from the acquisition of materials and supplies, either for operation and maintenance of vehicles and facilities, or for administration.

## Glossary continued

Mean Distance Between Failures: The average miles between mechanical service calls for revenue vehicles in revenue service, derived by dividing the total fleet miles by the total road calls.

Medium Bus: Vehicle approximately 30' in length, with capacity of 28-30 seated passengers. Typically used to transport passengers in local, limited, and circulator service.

Miles (See Service Miles)

Multi-Year Project: A project that requires more than one year to complete.

### N

Net Assets: Total assets minus total liabilities of an individual or company. For a company, also called owner's equity or shareholders' equity or net worth.

New Freedoms: Federal Transit Administration grant program to fund the capital and operating costs of services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act.

Notice to Proceed (NTP): Formal notification to contractor indicating readiness for work to be scheduled to begin a particular contract.

### O

Object Classification: System of categorizing or classifying obligations or disbursements in terms of the types of services, articles, or items necessary to carry on an activity or program (synonym: expense category).

Objective(s): Quantifiable, measurable statements describing how the stated goals of a program will be reached.

Office of Management and Budget (OMB): One of two divisions within the RT Finance department that is primarily responsible for preparing and monitoring the annual budget and all grants administration and management.

On-Time Performance: Percentage of bus trips leaving their start point or arriving at a destination within specified time parameters:

- Local - Buses should arrive at the time point no more than one minute before, and no more than five minutes after, their scheduled arrival time.

## Glossary continued

- Express and Regional - Buses should arrive at their destination no more than five minutes after their scheduled morning arrival time, and no more than three minutes after their scheduled afternoon arrival time.
- Light Rail - Trains should arrive at their destination stop at the scheduled arrival time.

Operating: Maintaining the ongoing functions of an agency or service. “Operating Assistance” is used to pay for the costs of providing public transit services.

Operating Expense: All operating and administrative expenses incurred conducting the ordinary activities of an enterprise including salaries, low-cost equipment, supplies, outside services, employee benefits, insurance, rent, and taxes.

Operating Cost Recovery Ratio: The ratio of operating revenues divided by eligible costs, including depreciation.

Operating Revenue: Gross income from the operation of the transit service including fares, revenue from joint ventures, and advertising revenues. It does not include interest from securities or non-recurring income from the sale of assets or sales tax revenues.

Operator Complaint: Complaint received from a passenger regarding the conduct of the operator of an RT revenue service vehicle.

Other Expenses: All costs not included in other expense categories of operating costs. Includes such items as leases, travel and training, taxes, and freight.

Other Income: Revenue generated from leasing RT-owned property and air rights, selling RT system route maps, and other miscellaneous activities.

Outside Services (costs): Cost of hiring firms or individuals not employed by RT to perform specific assigned tasks or functions.

Overhead: The production costs not directly traceable to the product or service produced. These costs do not become an integral part of the finished product or service, such as rent, heat, light, supplies, management and supervision.

Overtime: Represented employees may be authorized to work more than an eight-hour day and/or more than forty hours in a seven-day period, and non-exempt salaried employees may be authorized to work more than an eight-hour day and/or more than forty hours in a seven-day period. The overtime pay rate is one and one-half times the normal hourly rate in accordance with the Fair Labor Standards Act.

## Glossary continued

### P

Paratransit: The comparable transportation service required by the ADA for individuals with disabilities who are unable to use fixed-route service.

Park and Ride: A parking area for automobile drivers who then board vehicles, shuttles or carpools from these locations.

Pass Through to Recipients: The term used to describe the process where grant filings have been done in RT's name on behalf of another agency (recipients). When funds are received by RT as a result of the filing, they are remitted to the recipient agency. The revenue is recorded as revenue to RT and the "pass through to subrecipients" funding is recorded as a non-operating expense.

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

Performance Measure: A quantitative measurement of activity, e.g., number of vouchers processed daily, number of complaints per 1 million passengers, etc... Normally performance measures are used to judge effectiveness or efficiency.

Permanent Part-Time Employee: A position authorized by the Board of Directors for less than 40 hours per week. To receive benefits the position must be at least half-time (1,040 hours per year). The benefits are prorated according to the equivalent authorization.

Preliminary Engineering (PE): Phase of a major capital project which includes refinements to cost estimates and designs, and includes work required to complete an Environmental Impact Statement (EIS). (See also Environmental Impact Statement.)

Principal: In the context of bonds other than deep-discount debt, the face value or par value of a bond or issue of bonds payable on stated dates of maturity.

Privatization: In general, the provision of government services by private businesses. Specific to the transit industry, the provision of public transit service by private transit companies usually under contract with the public transit agency.

Program: A set of interrelated work, activities or tasks (projects) which, when completed, satisfies a stated objective.

Project: A subset of a program. Discrete work activities or tasks that may involve one or more budget line items folded into jobs, for attaining specific results.

## Glossary continued

Projected: Estimated revenues and expenditures derived by past trends, current economic conditions, and financial forecasts.

Proprietary Funds: Proprietary funds are fund structures used to account for a government's business-type activities.

Public Transit: The provision of general or special transportation service by a public agency to the public on a regular and continuing basis.

Pullout: Scheduled departure of a vehicle from its garage into revenue service.

### Q

Quality Assurance: Steps taken to assure that the end product of a project meets all prescribed technical design specifications and performance criteria.

### R

Record of Decision (ROD): Report issued by the Environmental Protection Agency stating acceptable remedial solutions required in regard to a proposed course of action.

Regional (Routes): Routes connecting outlying areas of the District to downtown Sacramento and other employment centers.

Represented Employee: Any RT employee whose position is represented by the Amalgamated Transit Union (ATU), International Brotherhood of Electrical Workers (IBEW), or the American Federation of State, County, and Municipal Employees (AFSCME) for the purpose of negotiating wages, benefits, and work rules. Represented employees are paid an hourly wage and are subject to work rules and disciplinary procedures agreed to by RT and the respective bargaining groups.

Retained Earnings: In accounting, the portion of net income from a period which is retained by the corporation, rather than distributed to its owners.

Revenue: The receipts derived from or for the operation of transit service including farebox revenue, revenue from other commercial sources, and operating assistance from governments. Farebox revenue includes all income from the sale of tickets, monthly passes, and revenue from special pass programs.

Revenue Service: The time that a revenue vehicle is available to pick up or discharge passengers.

Revenue Vehicles (See Vehicles - Revenue)

## Glossary continued

Ridership: Total number of riders, passengers or boardings.

Risk: Foreseen chance of a future loss or danger; contrasts with uncertainty, which is unforeseen.

### S

Salaried Employee: Any RT employee whose position is not represented, which includes all supervisory and management employees. Salaried employees are paid a yearly salary.

Sales Tax: A tax levied on sales of eligible items within the boundaries of the Regional Transportation District.

Self-Insurance: The level of liability borne by the agency for all third party liability claims and workers' compensation claims before coverage by insurance carriers ensues.

Service Hours: Hours incurred by revenue vehicles from the time the vehicle leaves the garage until it returns to the garage.

Service Miles: Miles incurred by revenue vehicles from the time the vehicle leaves the garage until it returns to the garage.

Small Bus: Vehicle approximately 28' in length, with capacity of 22 seated passengers. Typically used to transport passengers in local, limited, and circulator service.

Station: Location at which a light rail vehicle picks up or discharges passengers.

Stock-out: Situation when a needed part is not available at the time it is needed to repair or maintain a vehicle.

Subrogation: Recovery of part or all of third party insurance settlements.

Subsidy: A grant of money from a government or other organization to an organization, individual, or industrial plan considered beneficial to the public.

Supervisory Control and Data Acquisition (SCADA): A centralized system to control signals, systems, and substations on RT's light rail system. The system also provides real-time train location data to a control center.

Support Vehicles (see Vehicles - Support)

Swap: An agreement through which two parties agree to exchange periodic interest payments. In its most common variation, one party agrees to pay the other a fixed rate of interest in exchange for the receipt of floating rate payments (and vice versa).



## Glossary continued

### I

Temporary Employee: An employee obtained through an authorized temporary employment agency. Temporary employees' salaries are budgeted and charged to User Departments in the budget

Ticket Vending Machines (TVM): Automated sales units which vend fares for light rail service routes.

Tort: A legal term that means a civil wrong, and can be a criminal wrong, that is recognized by law as grounds for a lawsuit. Unlike voluntarily assumed obligations on the parties created through a contract, the duties imposed under tort law are mandatory for all citizens in that jurisdiction.

Transit Bus: Vehicle approximately 40' in length, with capacity of 42 seated passengers. Most commonly used bus for transit service, including local, limited, express, and special services.

Transit Center: Facility designed to facilitate transfers between buses, that do not provide parking for transit users.

Transit Oriented Development: A program to work with municipalities to promote development of transit compatible uses near rail stations, Park-n-Rides, and transit centers.

Transportation Infrastructure Financing and Innovation Act (TIFIA): A loan and loan guarantee authority allowing the Federal Transit Administration (FTA), the Federal Highway Administration (FHWA), and the Federal Railroad Administration (FRA) to provide loans and loan guarantees for up to 33 percent of a major project's construction costs. Loans are made at U.S. Treasury rates, and may be repaid over as long as 40 years.

Trip: Movement of a passenger from one point to another. There are two types of trips:

- Linked - One way movement regardless of the number of vehicles used from origin to final destination.
- Unlinked - One way movement between two points using one vehicle.

### U

Unallocated: Not appropriated for a specific purpose.

Uncontrollable Cost: The amount of cost which cannot be controlled within a given period of time. In general, cost not varying with volume, efficiency, choice of alternatives or management determinations.

## Glossary continued

Unfavorable Variance: A term characterizing projected cost greater than actual cost, or of actual revenue less than projected revenue.

Urban Land Institute (ULI): A non-profit organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. RT's Planning and Real Estate departments often consult ULI's best practices as part of their project planning.

### V

Vacancy Savings: Economic conditions resulting when authorized positions are not filled or are filled at an amount which is less than budgeted.

Variance: The difference between planned costs and actual costs.

Variable Cost: Cost that fluctuates with the level of operational activity.

### Vehicles:

- Light Rail - Vehicle with overhead catenary power operating on tracks. May be connected to other vehicles and operated as a train.
- Peak - Greatest number of vehicles in revenue service during a given day.
- Revenue - Vehicles used to transport passengers.
- Spares - Active vehicles not needed to cover peak requirements.
- Support - Vehicles used for purposes other than to transport passengers, including supervisors' cars, service trucks, and in-plant equipment.

### W

Working Capital: Current and restricted assets, net of materials and supplies, less current liabilities other than current year principal payments on long-term debt.

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## List of Acronyms

AAP	Affirmative Action Plan
ACA	American Compensation Association
ADA	Americans with Disabilities Act
AD&D	Accidental Death & Disability
AEA	Administrative Employee Association
AFSCME	American Federation of State, County & Municipal Employees
ALJ	Administrative Law Judge
APC	Advanced Process Control
APTA	American Public Transit Association
ATP	Active Transportation Program/Plan
ATU	Amalgamated Transit Union
AVL/MDT	Automatic Vehicle Locator and Mobile Data Terminal
BFMP	Bus Fleet Management Plan
BMF2	Bus Maintenance Facility 2
BRT	Bus Rapid Transit
CAFR	Comprehensive Annual Financial Report
CARB	California Air Resources Board
CBD	Central Business District
CBS	Community Bus Service
CCO	Contract Change Order
CCJPB	Capitol Corridor Joint Powers Board
CDG	Community Design Grant
CHSRA	California High Speed Rail Authority
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CNG	Compressed Natural Gas
COP	Certificate of Participation
CPC	Capital Program Committee
CSUS	California State University, Sacramento
CTC	California Transportation Commission
CTEP	Countywide Transportation Expenditure Plan (Measure A)
CPTED	Certified Crime Prevention Through Environmental Design
CRC	Consumers River College
DART	Disaster Assistance Response Team
DAT	Drug and Alcohol Testing
DDA	Disposition Development Agreement
DEIS	Draft Environmental Impact Statement
DMV	Department of Motor Vehicle
DNA	Downtown-Natomas-Airport project
DHS	Department of Homeland Security
EA	Environmental Assessment
EEO	Equal Employment Opportunity
EIS	Environmental Impact Statement
EIR	Environmental Impact Report
EMT	Executive Management Team

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## List of Acronyms continued

ERP	Enterprise Resource Planning
ESC	Entertainment and Sports Center
ESS	Employee Self Service
FEIS	Final Environmental Impact Statement
FMLA	Family and Medical Leave Act
FONSI	Finding of No Significant Impact
FFGA	Full Funding Grant Agreement
FSA	Flex Spending Account
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GM/CEO	General Manager/Chief Executive Officer
HOV	High Occupancy Vehicle
IBEW	International Brotherhood of Electrical Workers
ICS	Integrated Communication System
IOD	Irrevocable Offers of Dedication
JARC	Jobs Access and Reverse Commute
JET	Job Evaluation Team
JPA	Joint Powers Authority
KPI	Key Performance Indicator
LILO	Lease In Lease Out
LOA	Leave of Absence
LRT	Light Rail Transit
LRV	Light Rail Vehicle
LSS	Limited Stop Express Services
LTF	Local Transportation Fund
LTD	Long-Term Disability
MAC	Mobility Advisory Council
MAP-21	Moving Ahead for Progress in the 21 <sup>st</sup> Century Act
MCEG	Managerial and Confidential Employees Group
MIS	Management Information System
MRO	Medical Review Officer
MTP	Metropolitan Transportation Plan
NEC	Northeast Corridor Project
NEO	New Employee Orientation
NEPA	National Environmental Policy Act
NIMS	National Incident Management Service
NTD	National Transit Database
NTP	Notice to Proceed
OCIP	Owner Controlled Insurance Program
OPS	Operations
PBID	Property and Business Improvement District
PE	Preliminary Engineering
PPO	Preferred Provider Organization

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## List of Acronyms continued

PTA	Public Transportation Account
QDRO	Qualified Domestic Relations Order
RAMP	Real Estate Acquisition Management Plan
RFP	Request for Proposal
RFQ	Request for Quotation
ROW	Right-of-Way
RT	Regional Transit
RTPS	Regional Transit Police Services
SABA	Sacramento Area Bicycle Advocates
SACOG	Sacramento Area Council of Governments
SCS	Sustainable Community Strategy
SEMS	Standardized Emergency Management System
SHP	Sexual Harassment Prevention
SHRA	Sacramento Housing Redevelopment Agency
SILO	Sale in Lease Out
SITF	Sacramento Intermodal Transportation Facility
SJJPA	San Jose Joint Powers Authority
SMAQMD	Sacramento Metropolitan Air Quality Management District
SOP	Standard Operating Procedure
SPD	Summary Plan Description
SRTP	Short Range Transit Plan
SSCP2	South Sacramento Corridor Phase 2
STA	Sacramento Transportation Authority
STA	State Transportation Assistance
STIP	State Transportation Improvement Program
TAP	TransitAction Plan
TCRA	Traffic Congestion Relief Act
TCRT	Transit Crime Reduction Team
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TMP	Transit Master Plan
TOD	Transit Oriented Development
TSI	Transportation Security Incident
TVM	Ticket Vending Machine
ULI	Urban Land Institute
VTT	Verification of Transit Training



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